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Employment satisfactions and dissatisfactions, with the accompanying levels of faculty morale and motivation, may be classified into 2 groups: those derived from the basic salary, and those derived from factors, practices and conditions not related to the salary, or so-called fringe benefits. This study was designed to identify and to quantitatively evaluate the importance of fringe benefit policies and practices, as well as other factors from which faculty members could derive satisfaction. The majority of faculty turnover was found to result from a cumulative dissatisfaction with general administrative policies and practices relating to facilities and faculty personnel policies that do not meet faculty needs, rather than from offers of more desirable positions. The study also revealed 57 factors relating to the institutional environment that could provide a high motivational influence upon a faculty member to either remain at his college or seek employment elsewhere, many of which could be implemented by an institution without substantial out of pocket cost. Among other things, each institution should employ an administrator who is well qualified in the field of employee relations to formulate faculty personnel policies designed to provide optimum faculty satisfaction. The report contains 25 illustrative tables, a list of 12 conclusions, and another of 5 recommendations. (WM)

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FACTORS AFFECTING THE ACQUISITION AND RETENTION OF COLLEGE FACULTY

Ralph E. Balyeat
Director of The Employee Relations Institute
College of Business Administration
University of Georgia
Athens, Georgia

December 1968

U.S. DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE

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FACTORS RELATING TO THE ACQUISITION AND RETENTION OF FACULTY

Summary

This research was designed to identify and to quantitatively evaluate factors which provide satisfactions/dissatisfactions to university faculties. It also provides quantitative data as to the motivational influence of each of the 57 identified factors. The motivational influence is the influence upon a staff member's propensity to continue his current position or to seek a change to some other employment environment.

Human behavior never occurs by chance, it is always caused by the combined influence of the various stimuli (influence factors) which motivate an individual. The motivational influence (MI) of these factors results from two considerations; (1) the degree of satisfaction/dissatisfaction an individual derives or believes he would derive from the factor, and (2) the relative importance of that factor to him. The MI values derived in this study for each factor are compiled by multiplying the designated satisfaction/dissatisfaction evaluations by the importance of that factor to the respondent. The mean motivational influence MI is the mean of all such products.

It is concluded that there are a large number of factors comprising the university or college environment which provide a high motivational influence upon a faculty member to either remain in his institution or seek employment elsewhere. The determinants in such decisions are the degree of satisfaction or dissatisfaction which he derives from that factor together with its importance to him. The highest degrees of importance placed upon a factor are by those persons who are highly satisfied or highly dissatisfied with that factor with persons somewhat satisfied or somewhat dissatisfied placing a significantly lower value upon the factor. There is a very high degree of consistency among various sub-groups concerning both satisfactions and importance of identified factors.

It was further concluded that many of the factors could be implemented without substantial out of pocket cost; faculty turnover could be substantially reduced by an administration placing a greater emphasis on faculty desires and values when administrative policies and practices relating to facilities, general administrative policies, and faculty personnel policies, are being considered; and the vast majority of faculty turnover results from cumulative dissatisfactions stemming from policies and practices which do not meet the needs of faculty.

Summary (continued)

It was recommended that every major university or college should follow the precedent set by business and industry and have an administrator, well qualified in the field of Employee Relations, preferably carrying the title of Vice President of Faculty Relations and reporting directly to the President. The function of this administrator would be to audit the policies and practices of the institution to determine their motivational influence insofar as creating desirable faculty attitudes and actions are concerned.

1. Introduction

The Problem It has been said that old college presidents never die -- they merely lose their faculties. This thought can be paraphrased into the even more valid assertation that universities and colleges which do not upgrade their faculty personnel policies and practices are all too common -- and they too lose their faculties.

The future of our country is dependent as never before upon the brainpower of its people; upon their ability to create, to understand, to discern problems and issues, and to make wise decisions and arrive at sound solutions to those problems and issues. The faculties of our universities are charged with the responsibility of motivating, developing, and training this brainpower potential to its fullest capacity. The rapidly emerging human and educational problems accompanying this responsibility charge have resulted in a crucial staffing situation to the extent that our educational institutions can no longer afford the luxury of personnel policies and practices which may detract from the efficiency and effectiveness of their existing staff. Neither can they afford policies and practices which do not provide optimum motivation for graduate students to enter the teaching profession nor those which detract from their competitive position relative to the acquisition of new faculty or the retention of those qualified members already comprising their faculties. For example, one university system reports a resignation rate in its state colleges of over ten percent last year and further indicates that they are entering the new year with thousands of unfilled positions.

This is not a unique situation. Marshall[1] in a study of academic mobility reports 24 percent turnover in some 349 economics departments over a three year period. Brown[2] when analyzing reasons for vacancies in universities calculates a turnover rate of 20 percent in lower prestige schools with the number of shifts of faculty to other similar institutions some 5 percent greater than the combined totals of those resulting from death, retirement, moves to administration, return to graduate studies, moves to business and moves to government. He futher concludes that the probability that Professor X will switch collegiate employers in any given year is 14.1 percent if X is dissatisfied, but only 4.3 percent if X is not.[3]

One essential factor of a favorable competitive position of a university system is the allocation of funds adequate to attract and retain well qualified faculty personnel. To achieve this Boards of Regents and other governing agencies are expending every effort to reduce the faculty salary gaps between their institutions of higher education and those in other geographical areas as well as the salary gap between teaching salaries and those comparable in business and industry. The degree to which these objectives can be attained is still a matter of conjecture.

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[1] Howard D. Marshall, The Mobility of College Faculties, (New York: Pageant Press, Inc. 1964), p. 43.

[2] David G. Brown, The Mobile Professors, (Washington, D.C.: American Council on Education, 1967), p. 28.

[3] Ibid., p. 38.

However, the fact remains, that such a salary schedule, essential as it may be, serves primarily as a base or foundation upon which must then be erected a sound and complete structure of faculty personnel policies, practices, and procedures and thus to highly motivate a faculty not only to remain in their institution but also apply their abilities in an optimum degree in the achievement of the goals and objectives of their respective institutions.

It is a common assumption of administrators and faculty alike that the great majority of faculty moves to a similar institution are activated by an offer of an increased wage or higher rank. Research evidence does not support this assumption especially with respect to increased rank. Brown[1] reports that 31 percent of the job changes in his study did not result in salary increases, in fact 16 percent actually accepted a decreased salary. With respect to rank 72% did not increase their rank with 27% actually accepting a position at lower rank. It is a well recognized fact that as salaries become more nearly competitive between educational institutions or between these institutions and other career employment opportunities extraneous or fringe factors play an increasingly important role in the decision making process for persons who are considering an offer of employment with a specific institution or for those already employed who may be considering a move elsewhere, either within or outside the education field.

Available evidence indicates that business and industrial leaders are much more cognizant of the influence and extreme importance of these extraneous human factors than are those persons who have the authority and responsibility of formulating and implementing comparable policies and practices in our institutions of higher learning.[2]

The various factors which provide an incentive and influence a faculty member relative to his decision to move elsewhere or to remain in his current institution involve three basic types of position values, i.e., human satisfactions which are derived from the employment environment one is in, or those which one believes would be derived from a position with another institution. These types are commonly referred to as economic satisfactions, egoistic satisfactions, and satisfactions derived from one's social environment.[1]

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[1] Ibid., p. 36.

[2] For example, in most major companies, the typical organizational pattern includes an executive, highly trained and competent in the human relations field, titled Vice President of Personnel, who exerts great influence over the employee relations policies and practices in the organization. A decade ago this individual was normally relegated to a staff capacity with advisory functions only. Today he is typically a member of an executive board with vested authority equivalent to that of line executives. Few if any universities or colleges administrative bodies include a similarly qualified member titled Vice President of Faculty Relations.

The economic factor, in addition to direct salary, involves personnel policies and practices relating to various financial fringe benefits as well as those relating to advancement and security. From a competitive viewpoint the base salary is not the determinative economic factor but rather the immediate and future human satisfactions which may be fulfilled with the paycheck.

The fulfillment of egoistic needs[2] provides a second type of satisfaction for staff members. Such satisfactions (or dissatisfactions) are normally derived directly from the functions or status of his position and the extent to which he feels his activities are recognized and that he is identified as contributing to the goals and objectives of his institution. The importance of such need fulfillment has been extensively recognized when applied to employment in business and industry. Evidence of this is the plethora of articles and books relating to the human relations aspects of business and industry. However, there does not appear to be a corresponding cognizance of the importance of this factor in the educational milieu if one uses the scarcity of research and publication as a criterion.[3]

Psychological theory holds that all persons, regardless of their status in life, have many needs in common. They need to feel a sense of accomplishment, that the work they are doing is important, that it fits into the whole; they need to feel that they have adequate skills and interests in the job thay are called upon to perform; they need an opportunity to exercise their creativity and ingenuity to improve their performance of their assigned functions; they need to feel they are making acceptable progress in fulfilling the responsibilities of their position; they desire status and the application of symbols, privileges and benefits in keeping with that status; they desire autonomy, i.e., an opportunity to achieve a stipulated objective in their own way; the opportunity and authority to make decisions or to participate as equals in the decision making process. The importance of good interpersonal communications cannot be overstressed. Also of prime importance as a factor in need fulfillment is the desire for knowledge of what is going on and what is planned for the future, thus enhancing one's identification with his organization. Obtaining such information from the local newspaper provides little ego satisfaction.

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[1] It should be recognized that these are not sharply delineated classifications and frequently a human satisfaction may fall into more than one classification.

[2] The term need is used in the psychological connotation and refers to those things or conditions desired, i.e. those conditions which yield satisfactions to an employee.

[3] This viewpoint is also widely held by educators as evidenced by comments they have made during the nondirective interviews conducted during this study.

Man being a social animal, many employment satisfactions may result from a favorable interpersonal relations climate within the institution as well as adequate opportunity for contacts with other persons having similar or related interests both within and without the organization. As organizations grow in size, opportunity is minimized for personal or group interaction outside a member's immediate environment unless specific policies, plans, and procedures are implemented to counteract this trend.

Another source of employment satisfactions may result from the subordinate-superior relationship. Open lines of upward and downward communication, knowledge on the part of a subordinate as to how he is doing and how he stands, recognition for achievement, and a feeling of being treated fairly are all contributory factors.

In addition to the foregoing there is an additional type of need which is perhaps more closely identified with professionally trained or educated persons, particularly those in educational environments. This refers to their desires relating to extraneous factors, tangible, and intangible which are equivalent to those of their counterparts in other educational institutions or those engaged in other types of work activity. This grouping of needs may include some factors which are economic in nature, yet are not included in one's basic paycheck. For example, opportunities to engage in consulting activity, to attend or to participate in professional meetings, to engage in off-campus adult education activities, to have released time for research , travel or general improvement of one's self, adequate retirement benefits, conditions of tenure, adequate library and other facilities for study, research, publication, or other professional activities. Also included may be various physical factors such as adequate office and secretarial services, parking facilities, recreational opportunities, etc.[1]

Thus employment satisfactions and dissatisfactions, with accompanying levels of faculty morale and motivation, may be identified and classified in two general groups: (1) those derived from the basic salary and (2) those derived from factors, practices, and conditions which are not related to one's direct salary. This study investigated in detail the latter of these two groups of satisfactions.[2]

This study is postulated on the premise that while extensive efforts are being undertaken by southern educational institutions and their regulatory bodies, to more closely equalize salaries with other geographical areas, and by institutions in all sections of the country to more closely equalize salaries with those of business and industry, a corresponding attention and recognition has not been shown concerning the possible improvement of competitive position which might accrue through increased attention to the so-called fringe benefits previously outlined. Recent observation and interviews conducted by the writer in some 112 universities in various sections of the country indicate a high probability that differences in fringe benefits and resulting faculty satisfactions derived may be as great or greater than differentials in salaries.

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[1] These identifications of factors and conditions deemed to provide employment satisfactions are neither intended as a complete listing nor as scientific classifications, but rather are included to convey a better understanding of the proposed scope of the investigation.

[2] As a matter of convenience these will henceforth be termed fringe benefits although it should be recognized that the term fringe benefits carries a somewhat different connotation in industrial employment.

Specific Objectives

1. To identify and quantitatively evaluate the importance of university and college fringe benefit policies and practices. (those factors from which faculty members derive satisfactions).

2. To compare the relative importance which various sub-classifications of faculty members place on these factors, e.g. faculty in southern institutions vs those of comparable institutions in other areas, faculty rank, type institution, etc.

3. To determine the relative importance which Ph.D. candidates (potential faculty) place on these benefits.

4. To explore the effect of such policies and practices on faculty morale and turnover.

5. To provide information to administrators concerning differentials in policies and practices, the identified effects of such differentials, and proposals for corrective action if such is deemed advisable.

6. To develop and validate a theory of motivation insofar as faculty acquisition and retention is concerned.

Related Research

Research and literature specifically related to this topic is very meager as well as being somewhat outdated. Two areas of research are pertinent to and serve to identify, factors which determine a university's ability to retain faculty members. The first of these are studies of motivation or job satisfactions, the second studies of mobility. References to these are made in the following publications:

Ralph E. Balyeat, "Factors Related to the Promotion of University Personnel", Cooperative Research Project 5-017, Office of Education, U.S. Department of Health, Education and Welfare, 1965).

Ralph E. Balyeat, "Administration by Objective", Southern Journal of Business: Athens, Georgia, 1967.

Ralph E. Balyeat, "Institutional Practice Concerning Faculty Status and Rewards", Current Issues in Higher Education, 1966.

David G. Brown, The Mobile Professors, (Washington, D.C. American Council on Education, 1967).

Theodore Caplow and Reese J. McGee, The Academic Marketplace, (New York: Basic Books, Inc., 1958).

Frederick Herzberg, Bernard Mausner, and Barbara Snyderman, The Motivation to Work, (New York: John Wiley and Sons, Inc. 1959).

Mark H. Ingraham, The Outer Fringe, (Madison, Wisconsin: The University of Wisconsin Press, 1965).

Howard D. Marshall, The Mobility of College Faculties, (New York: Pageant Press, Inc. 1964).

Ralph E. Tyler in Problems of Faculty Personnel, Edited by John Russell (Chicago, Illinois: The University of Chicago Press, 1946).

Logan Wilson, The Academic Man, (New York: Oxford University Press, 1942).

Lloyd S. Woodburne, Faculty Personnel Policies in Higher Education, (New York: Harper and Brothers Company, 1950).

Methods

Design of the Study

The research design to achieve the foregoing objectives involved several phases as follows:

1. Extensive interviews were held with teaching faculty, Ph.D. candidates, and administrators from a wide sampling of institutions located in various geographical areas. Several types of information was obtained during those interviews as follows:

1.1 The identification of policies and practices followed in their institutions which were deemed by administrative members to have been formulated and implemented with a primary objective of providing greater employment satisfactions to their faculties.

1.2 The indentification of policies and practices which were deemed by faculty members to provide employment satisfactions.

1.3 The identification of policies and practices which were deemed by faculty members to have resulted in dissatisfactions and lowered faculty morale.

1.4 Ph.D. candidates were contacted to determine (1) their vocational plans (teaching or otherwise) and (2) their identification of policies and practices which they felt yield satisfactions or dissatisfactions in an educational enviornment and hence have influenced their vocational decision.

1.5 In all over 80 factors were suggested by interviewed faculty as sources of satisfaction or dissatisfaction to them. Faculty members identifying such factors were requested to rank each as to the degree of satisfaction they derived or felt they would derive from the factor as well as the degree of importance they placed on the stipulated factor. The scale utilized for ranking satisfaction/dissatisfaction ranged -6 0 +6 with 2 point increments. The scale for ranking importance ranged 0 6 also by 2 point increments although respondents were instructed to indicate their values at any point on the scale. Data was tabulated using increments of .2 point.

In order to reduce the time required to complete the instrument (the 80 factor analysis required about 2 hours whereas it was decided that 1 hour was about the maximum time which would still yield a representative return) an arbitrary decision was made to include only those factors receiving a mean value of 3 on both the satisfaction and importance scales, i.e. those having a motivational influence of 3 x 3 or 9. However, data analysis revealed that the minimum MI was actually 9.8 which would not have rejected any factor. The MI cut-off point was then raised to 12 which resulted in 23 factors being eliminated.[1]

1.6 At the time faculty members were interviewed they were queried as to whether they had changed employers during the past five years. If they had done so they were asked to tell about their previous position as well as their current position. A nondirective interviewing technique was used, however, if respondents talked in general terms such as "things were unsatisfactory" or "I didn't like their policies" etc., they were asked to be more specific as to what things or what policies were unsatisfactory. The nature of factors mentioned about each institution was recorded at the conclusion the respondent was asked if he was currently interested in again changing positions. These persons were also asked whether they thought their current salary was higher, lower or approximately the same as it would have been had they remained in their previous position. (See table 3 for tabulation of responses)

2. A rating scale of policies and practices identified during the above described interviews was designed and distributed to a random sampling of approximately 3000 faculty members, Ph.D. candidates and administrators in representative state and private institutions located in all geographical areas of the United States. These scales were designed to determine the degree of satisfaction (or dissatisfaction) which the respondent derived (or felt he would derive) from the item in question as well as the relative importance which faculty, graduate students, and administrators placed on these factors.[2]

3. This phase of the study was designed to explore the effect of identified policies and practices on faculty morale and resulting faculty turnover. Extensive (127) nondirective interviews were conducted with faculty members who had changed positions within the

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[1] This point is made for two reasons: (1) otherwise readers might wonder why certain identifiable sources of satisfaction were not included and (2) otherwise readers might mistakenly assume that those factors ranking lowest on the MI scale are relatively unimportant. Actually all factors listed are very important. Even faculty clubs, number 57 in rank order, was higher than 23 other identified factors.

[2] The results of this step provided a rating scale which may be utilized by any institution to evaluate their own policies and practices insofar as providing faculty satisfactions is concerned.

past five years. These persons were encouraged to talk about their previous as well as their current employment environment. A record was kept of all factors mentioned which motivated the respondent to change position as well as those which he mentioned positively or negatively as they applied to his current position.

Population and Sample

The population studied includes all professorial ranks of non-administrative faculty in four year universities and colleges in the United States as listed in the U.S. Department of Health, Education, and Welfare Education Directory, part 3. This population was stratified by states and a random sampling of institutions from each was chosen by means of random numbers. In addition to this sampling, a random selection of staff members was chosen from each of the major state universities. In addition a sampling of predominately Negro colleges was included inasmuch as the original sampling did not include an adequate representation of educators from such institutions. A total of 363 institutions were chosen in the sample with usable returns being obtained from 286, an institutional participation rate of 79 percent.

Procedure

The procedure followed in distributing the data-gathering instrument differed for different phases of the study. During the pilot study 112 universities and colleges were visited, personal interviews were conducted, and the data-gathering instrument distributed.

In the major study, faculty listings in university catalogues were utilized. The faculty listings were stratified on the basis of rank and teaching field with a random sampling within each strata. Approximately 3,000 forms were distributed with 1,175 usuable returns being obtained prior to the cut-off date, a participation rate of 39.2 percent which was considered excellent considering the time required to complete the instrument. Respondents returned the completed forms directly to the project director.

Rationale

The numerous studies of factors relating to job satisfaction which have been conducted have two things in common:

(1) They relate primarily to jobs in business and industry.
(2) They consider the influence of various jobs satisfactions primarily in turns of motivation of employees toward higher productivity. This study differs from the above in two respects. In the first place it relates to university and college faculty in an educational environment. It also seeks to identify and evaluate motivational factors as an influence upon a staff member's propensity to continue his current position or to seek a change to some other employment environment, rather than to motivational factors as they influence an employee's productivity in a given environment.

Psychological principles hold that human behavior never occurs by chance, it is always caused by the combined influence of the various stimuli which motivate an individual. This is equally applicable to the industrial or business employee, the university professor, or for that matter to any members of society. One's behavior pattern is a result of the stimuli of his total environment regardless of whether the behavior pattern relates to the increased productivity of an industrial employee or if it concerns a decision of a university faculty member to remain in his current position or to seek employment elsewhere. This study is an attempt to isolate those stimuli, designated as influence factors, and to determine their relative motivational influence insofar as changing employment is concerned.

Herzberg in his study of motivation[1] minimizes the motivational effect of various environmental conditions which he designates as hygiene items or factors. He concludes that the removal of these so called dissatisfying elements does not necessarily result in greater satisfactions to individuals. His conclusion, however, overlooks the fact that the motivational influence to change positions stems basically from cumulative dissatisfactions with ones current position rather than from a comparative evaluation of satisfactions derived from a current position and those of a specific position elsewhere. A fulfilled need[2] is no longer a motivational influence, therefore it directly follows that the removal or correction of dissatisfying factors will reduce the cumulative motivational influence of those factors[3] and will therefore substantially reduce turnover of faculty in our universities and colleges. In the majority of cases a faculty member does not place himself in the labor market unless he is dissatisfied in his current position. There are relatively few instances[4] where a position is offered to a faculty member unless he has by action or word indicated that he would be available for a position elsewhere.

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[1] Herzberg, Mausner, and Snyderman, The Motivation to Work, (Wiley and Sons, Inc., New York, 1959).

[2] The term need is used in its psychological connotation, i.e. a desire or potential source of satisfaction when fulfilled.

[3] Current theory of motivation as applied to the motivation of an individual to follow a desired behavior pattern must be radically modified when considering factors which motivate one to an undesired action, e.g. changing positions. In other words motivation not to take action rather than motivation to take action.

[4] These relatively rare cases are usually those where a faculty member receives outstanding recognition as an authority in some field and is sought by another institution primarily because of the prestige of his name rather than to fill an existing or anticipated vacancy.

The influence which any given factor will have upon a faculty member is dependent upon two elements, i.e. the degree of satisfaction (or dissatisfaction) which he derives, or believes he would derive, from that factor and also the relative importance which he places upon that factor. Thus the weight of each influence factor may be expressed as the product of the preceived satisfaction (dissatisfaction) and the preceived relative importance of that factor to him. Thus the motivational influence M.I. = S(D) x I.

Table I

MEAN SATISFACTION, MEAN IMPORTANCE, AND RANK ORDER OF FACTORS IN TERMS OF MOTIVATIONAL INFLUENCE (IMPORTANCE X SATISFACTION) FOR ALL RESPONDENTS

Rank Order	Factor No.[1]	FACTORS	Mean Importance	Mean Satisfaction	Motivational Influence[2]
1	51	Academic Freedom. The provision of autonomy in your classroom environment with any limitation understood and acceptable to you.	5.5	5.4	30.3
2	4	Library Facilities and Services for Students. Adequate books, magazines, reference material and services to meet the needs of all students.	5.6	5.3	30.0
3	5	Library Facilities and Services for Your Use. (Research, interest reading, etc.)	5.5	5.2	29.0
4	31	Individual Raises in Salary. A systematic procedure, understood and accepted by you as being equitable.	5.4	5.2	28.9
5	30	Faculty Promotions in Academic Rank. A systematic procedure, understood and accepted by you as being equitable.	5.5	5.1	28.7
6	72	Salary Continuation During Disability of Faculty Member. A policy, understood and acceptable to you of continuing salary during periods of faculty disability.	5.3	5.3	28.6
7	65	Teaching Loads. A policy, understood and acceptable to you for determining a normal full-time teaching load.	5.3	5.2	28.4
8	92	Characteristics of Administration. An administrative staff competently carrying out appropriate functions, in a manner conducive to an organizational climate deemed most desirable to you.	5.3	5.2	28.2

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[1] Factor numbers correspond to those in the data-gathering instrument.

[2] It will be noted the Motivational Influence does not necessarily equal $\overline{IxS}$ inasmuch as MI is the mean of the product of IxS for each respondent.

Table I (Cont.)

Rank Order	Factor No.	FACTORS	Mean Importance	Mean Satisfaction	Motivational Influence
9	69	Determination of Courses to be Taught. Involvement and authority, to a degree deemed most desirable to you, in the determination of specific courses to be taught.	5.2	5.2	27.9
10	21	Secretarial and Clerical Service. Quality and quantity adequate to your needs in carrying out your professional activities.	5.3	5.1	27.8
11	3	Office Space and Equipment. Well-lighted, properly ventilated and heated, convenient, private, adequate size and equipment, quiet.	5.2	5.2	27.7
12	36	Faculty Retirement. A systematic procedure, understood and accepted by you as being equitable and adequate.	5.1	5.2	27.4
13	37	Faculty Hospitalization Plan. Maintenance of a group hospitalization plan providing maximum obtainable protection at minimum cost to faculty.	5.1	5.1	26.9
14.5	32	Sabbatical Leaves of Absence. An applied procedure understood and accepted by you as being equitable for sabbatical leaves of absence at 50% or more of base pay.	5.0	5.0	26.4
14.5	42	Faculty Travel Funds. A policy acceptable to you for payment of expenses incurred to attend professional meetings.	5.0	5.1	26.4
16	70	Method of Selecting Department Chairman. A procedure fully satisfactory to you and to your department colleagues, for the selection of department chairman.	5.0	4.9	26.1
17.5	16	Research Facilities. Availability of facilities desired by you in your research activities, also research assistants, adequate computer and other equipment, clerical service, etc.	5.2	4.9	26.0
17.5	35	Faculty Tenure. A systematic procedure understood and accepted by you as being equitable.	4.9	5.0	26.0
19.5	7	Classrooms and Laboratories. Clean, well-lighted, heated and ventilated, adequate space, good acoustics, etc.	5.0	5.0	25.9

Table I (Cont.)

Rank Order	Factor No.	FACTORS	Mean Importance	Mean Satisfaction	Motivational Influence
19.5	60	Faculty Participation in Policy Formulation and Implementation. An extensive participation and influence of faculty (or representatives elected by faculty) in determination of academic policies.	5.1	4.9	25.9
21	54	Organizational Lines. Clear-cut, well-understood and acceptable organizational lines of authority and responsibility.	5.0	4.8	25.6
22	38	Life and Health Insurance Plan. Maintenance of a group life and health insurance plan providing maximum obtainable protection at minimum cost to faculty.	4.8	4.9	24.9
23	91	Location of Institution. A location having physical and other environmental factors deemed desirable by you and your family.	4.8	4.9	24.7
24		Faculty Telephones. Adequate lines, satisfactorily located.	4.9	4.9	24.6
25	67	Class Size. Acceptable participation and influence of professor in establishing maximum class size.	4.8	4.8	24.4
26.5	74	Organizational Communications. Communications policy providing faculty with accurate desired information.	4.8	4.7	24.0
26.5	90	Characteristics of Faculty. Colleagues in your institution having interests, abilities, attitudes, and other characters such that your desires for interpersonal relations are fully met.	4.8	4.7	24.0
28	2	Parking Facilities. Adequate space, acceptable distance, without charge.	4.7	4.8	23.6
29	43	Release from Teaching Assignment. A procedure understood and considered equitable by you of releasing a faculty member from teaching responsibilities for the purpose of conducting research, writing, post-doctoral study or similar designated activities.	4.6	4.7	22.9
30.5	33	Non-sabbatical Leaves of Absence with Pay. Granting leaves of absence with pay or partial pay to provide research, advanced study, opportunity to faculty members.	4.6	4.6	22.8

Table I (Cont.)

Rank Order	Factor No.	FACTORS	Mean Importance	Mean Satisfaction	Motivational Influence
30.5	81	Health Provisions. A continuation of health and medical services equivalent to those received while teaching.	4.5	4.6	22.8
32	6	Teaching Aids, i.e., adequate laboratory equipment, blackboards, visual aid equipment, and supplies as needed.	4.7	4.6	22.7
33	46	Summer School Teaching. Opportunity for you to teach, at your option, summer classes for additional income.	4.4	4.7	22.6
34	68	Class Hours. Involvement and influence by you in establishing hours and days your classes are offered.	4.5	4.6	22.2
35	22	Student Assistants. i.e., grading, research, etc., quality and quantity of assistance adequate to relieve you of routine.	4.6	4.5	22.1
36	75	Student Counseling and/or Registration. A procedure, understood and acceptable to you for counseling and/or registering students.	4.6	4.2	21.9
37	53	Sponsored Programs. Availability of on-campus cultural, educational and/or entertainment programs.	4.6	4.4	21.5
38	39	Waiver of Tuition Fees for Faculty Dependents. Provides for waiver of tuition fees for children of faculty members.	4.3	4.2	20.7
39	66	Classroom Assignment. Assignment of convenient classrooms using a procedure understood and acceptable to you.	4.2	4.3	20.3
40	45	Faculty Consulting Activity. A policy, understood and acceptable to you concerning consulting or other outside activities or services financially beneficial to you.	4.2	4.4	20.1
41.5	23	Janitorial Services. Office, classroom, laboratory, etc. cleanliness.	4.3	4.2	19.8
41.5	71	Method of Selecting Committee Members. A procedure fully satisfactory to you and to your colleagues, for the selection of committee members.	4.3	4.2	19.8

Table I (Cont.)

Rank Order	Factor No.	FACTORS	Mean Importance	Mean Satisfaction	Motivational Influence
43	34	Leaves of Absence Without Pay. Granting leaves without pay for designated purposes, e.g., study for degree, thesis writing or research, teaching elsewhere, government service, etc.	4.2	4.3	19.7
44	61	Faculty Participation in Budget Development. An extensive participation and influence of faculty (or representatives elected by faculty) in determination of budget provisions.	4.2	4.1	19.5
45	73	Division of Academic Year. Whether the college is on a semester, quarter or trimester plan.	4.0	4.2	19.1
46	40	Tuition Grants for Faculty Children Attending Other Colleges. Provides for tuition grants for children of faculty members.	4.1	3.8	18.8
47	55	Moving Expenses. Moving expenses paid for new faculty members.	4.1	4.0	18.7
48	63	Faculty Participation in the Development of Building Programs. An extensive participation and influence of faculty (or representatives elected by faculty) in the development of building programs.	4.1	3.9	18.2
49	20	Medical Services for Faculty. Equivalent to that provided students for a comparable fee.	3.9	4.0	17.8
50	41	Tuition Waiver for Faculty Member and/or Spouse.	3.8	3.8	17.7
51	62	Faculty Participation in the Determination of Standards of Student Conduct. An extensive participation and influence of faculty (or representatives elected by faculty) in the determination of standards of student conduct.	3.9	3.8	17.2
52	80	Provision of Space and Facilities. The provision of office space, library and laboratory facilities, secretarial assistance, etc. to productive retired faculty.	3.7	3.8	16.7

Table I (Cont.)

Rank Order	Factor No.	FACTORS	Mean Importance	Mean Satisfaction	Motivational Influence
53	11	A Convenient Faculty Lounge. Clean, well ventilated, attractive, comforable, adequate size with desired facilities i.e., coffee, reading material, refrigeration, etc.	3.7	3.7	15.7
54	64	Faculty Participation in the Formation of Parking Provisions and Regulations. An extensive participation and influence of faculty (or representatives elected by faculty) in the determination of standards of parking provisions.	3.5	3.4	15.0
55	10	A Private Faculty Dining Room. Excellent food at nominal cost.	3.5	3.5	14.5
56	50	Faculty Participation in Adult Education and/or Similar Conference Programs. Opportunity for you to teach or participate in such programs for satisfactory supplemental pay.	3.4	3.3	13.8
57	1	Faculty Club. A facility designed and operated in accordance with the needs and desires of faculty.	3.4	3.2	12.4

Table 2

MEANS AND DISTRIBUTIONS OF PERCEIVED IMPORTANCE OF AND SATISFACTIONS FROM THE EXISTENCE OF STIPULATED FACTORS

(All Respondents)

Factor No.[1]	MOTIVATION FACTOR[2]	Mean Importance	Importance Percentiles		Mean Satisfaction	Satisfaction Percentiles	
			P_{10}	P_{90}		P_{10}	P_{90}
1	Faculty Club	3.4	.6	4.6	3.2	2.5	4.8
2	Parking Facilities	4.7	2.9	6.0	4.8	2.9	6.0
3	Office Space and Equipment	5.2	4.0	6.0	5.2	3.8	6.0
4	Library Facilities and Services for Students	5.6	5.0	6.0	5.3	3.7	6.0
5	Library Facilities and Services for Your Use	5.5	4.5	6.0	5.2	3.9	6.0
6	Teaching Aids	4.7	3.0	6.0	4.6	2.7	5.9
7	Classrooms and Laboratories	5.0	4.0	6.0	5.0	3.7	6.0
10	A Private Faculty Dining Room	3.5	.7	5.3	3.5	.7	5.7
11	A Convenient Faculty Lounge	3.7	1.7	5.6	3.7	1.8	5.6
14	Faculty Telephones	4.9	3.0	6.0	4.9	3.3	5.8
16	Research Facilities	5.2	4.0	6.0	4.9	2.8	6.0
20	Medical Services for Faculty	3.9	1.6	5.7	4.0	2.0	5.8
21	Secretarial and Clerical Service	5.3	4.0	6.0	5.1	4.0	6.0
22	Student Assistants	4.6	2.8	5.8	4.5	2.9	5.9
23	Janitorial Services	4.3	2.2	5.7	4.2	2.0	5.9
30	Faculty Promotions in Academic Rank	5.5	4.5	6.0	5.1	4.0	6.0
31	Individual Raises in Salary	5.4	4.5	6.0	5.2	4.0	6.0
32	Sabbatical Leaves of Absence	5.0	2.7	6.0	5.0	4.0	6.0
33	Non-Sabbatical Leaves of Absence with Pay	4.6	3.0	6.0	4.6	3.0	5.9
34	Leaves of Absence Without Pay	4.2	1.8	5.7	4.3	1.9	5.8
35	Faculty Tenure	4.9	2.7	6.0	5.0	2.7	6.0

[1] Factor numbers correspond to those in the data-gathering instrument (see appendix).

[2] See Table 1 for definition of stipulated factors.

Table 2 (Cont.)

Factor No.	MOTIVATION FACTOR	Mean Importance	Importance Percentiles		Mean Satisfaction	Satisfaction Percentiles	
			P_{10}	P_{90}		P_{10}	P_{90}
36	Faculty Retirement	5.1	3.6	6.0	5.2	3.7	6.0
37	Faculty Hospitalization Plan	5.1	3.5	6.0	5.1	3.8	6.0
38	Life and Health Insurance Plan	4.8	2.7	6.0	4.9	2.7	6.0
39	Waiver of Tuition Fees for Faculty Dependents	4.3	.6	6.0	4.2	1.9	5.9
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	.4	6.0	3.8	.5	5.8
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	.7	5.7	3.8	.8	5.7
42	Faculty Travel Funds	5.0	4.0	6.0	5.1	4.0	6.0
43	Release from Teaching Assignment	4.6	2.9	6.0	4.7	3.0	6.0
45	Faculty Consulting Activity	4.2	1.9	5.7	4.4	2.0	5.9
46	Summer School Teaching	4.4	1.6	6.0	4.7	2.1	6.0
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	.5	5.6	3.3	.1	5.7
51	Academic Freedom	5.5	4.0	6.0	5.4	4.0	6.0
53	Sponsored Programs	4.6	2.7	6.0	4.4	2.7	5.9
54	Organizational Lines	5.0	3.5	6.0	4.8	2.6	6.0
55	Moving Expenses	4.1	1.6	5.7	4.0	.7	5.9
60	Faculty Participation in Policy Formulation and Implementation	5.1	4.0	6.0	4.9	2.6	6.0
61	Faculty Participation in Budget Development	4.2	1.6	5.8	4.1	1.9	5.9
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	1.0	5.6	3.8	.6	5.7
63	Faculty Participation in the Development of Building Programs	4.1	1.8	5.7	3.9	1.9	5.7

Table 2 (Cont.)

Factor No.	MOTIVATION FACTOR	Mean Importance	Importance Percentiles		Mean Satisfaction	Satisfaction Percentiles	
			P_{10}	P_{90}		P_{10}	P_{90}
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	.4	5.8	3.4	.5	5.7
65	Teaching Loads	5.3	4.0	6.0	5.2	3.9	6.0
66	Classroom Assignment	4.2	1.7	5.8	4.3	1.9	5.8
67	Class Size	4.8	3.5	6.0	4.8	3.2	6.0
68	Class Hours	4.5	2.0	6.0	4.6	3.0	5.9
69	Determination of Courses to be Taught	5.2	4.0	6.0	5.2	4.0	6.0
70	Method of Selecting Department Chairman	5.0	3.5	6.0	4.9	2.9	6.0
71	Method of Selecting Committee Members	4.3	1.9	5.8	4.2	2.0	5.9
72	Salary Continuation During Disability of Faculty Member	5.3	4.0	6.0	5.3	4.0	6.0
73	Division of Academic Year	4.0	1.1	5.7	4.2	1.8	5.8
74	Organizational Communications	4.8	2.9	6.0	4.7	3.0	6.0
75	Student Counseling and/or Registration	4.6	2.9	5.9	4.4	2.1	5.8
80	Provision of Space and Facilities	3.7	1.0	5.6	3.8	.6	5.8
81	Health Provisions	4.5	2.1	6.0	4.6	2.1	6.0
90	Characteristics of Faculty	4.8	3.5	6.0	4.7	3.5	6.0
91	Location of Institution	4.8	3.0	6.0	4.9	4.0	6.0
92	Characteristics of Administration	5.3	4.0	6.0	5.2	4.0	6.0

Table 3

FACTORS IDENTIFIED AS SATISFACTORY OR DISSATISFACTORY (RESPONDENTS HAVE CHANGED EMPLOYERS WITHIN PAST FIVE YEARS)

Group	Column										
	1	2	3	4	5	6	7	8	9	10	11
A(N=39)	387	15	46	12	362	16	51	5	16	5	18
B(N=88)	42	8	714	158	612	41	72	66	27	15	46

Group A.	Faculty members who were dissatisfied with their current position to the point that, "they were looking around."
Group B[1]	Faculty members who were satisfied with their current position to the degree that "they were not actively seeking another position."
Column 1.	Number of expressed dissatisfactions with current position involving one of the 57 factors included in this study.
Column 2.	Number of expressed dissatisfactions with current position involving factors not included in this study. (Includes amount of salary.)
Column 3.	Number of expressed satisfactions with current position involving one of the 57 factors included in this study.
Column 4.	Number of expressed satisfactions with current position involving factors not included in this study. (Includes amount of salary.)
Column 5.	Number of expressed dissatisfactions with previous position involving one of the 57 factors included in this study.
Column 6.	Number of expressed dissatisfactions with previous position involving factors not included in this study. (Includes amount of salary.)
Column 7.	Number of expressed satisfactions with previous position involving one of the 57 factors included in this study.
Column 8.	Number of expressed satisfactions with previous position involving factors not included in this study. (Includes amount of salary.)
Column 9.	Respondents indicating a belief that current salary was higher than it would be if they had stayed in their previous position.

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[1] This group includes persons whose answers could be paraphrased "I am not really looking, but of course if something good enough comes along -----."

Table 3 (Cont.)

Column 10. Respondents indicating a belief that current salary was lower than it would be if they had stayed in their previous position.

Column 11. Respondents indicating a belief that current salary was approximately the same as it would be if they had stayed in their previous position.

Table 4

MEAN SATISFACTIONS WHICH RESPONDENTS DERIVE
OR FEEL THEY WOULD DERIVE FROM THE EXISTANCE OF STIPULATED FACTORS
(CLASSIFIED AS TO PRESENCE (YES) OR ABSENCE (NO) OF
STIPULATED FACTOR IN CURRENT POSITION)

			$\bar{S}$
1.	Faculty Club. A facility designed and operated in accordance with the needs and desires of faculty.	Yes	3.2
		No	3.2
10.	A Private Faculty Dining Room. Excellent food at nominal cost.	Yes	3.6
		No	3.5
11.	A Convenient Faculty Lounge. Clean, well ventilated, attractive, comfortable, adequate size with desired facilities i.e., coffee reading material, refrigeration, etc.	Yes	3.7
		No	3.7
14.	Faculty Telephones. Adequate lines, satisfactorily located.	Yes	4.9
		No	4.8
20.	Medical Services for Faculty. Equivalent to that provided students for a comparable fee.	Yes	4.2
		No	3.9
32.	Sabbatical Leaves of Absence. An applied procedure understood and accepted by you as being equitable for sabbatical leaves of absence at 50% or more of base pay.	Yes	5.1
		No	5.0
33.	Non-sabbatical Leaves of Absence with Pay. Granting leaves of absence with pay or partial pay to provide research, advanced study, opportunity to faculty members.	Yes	4.6
		No	4.7
34.	Leaves of Absence Without Pay. Granting leaves without pay for designated purposes, e.g., study for degree, thesis writing or research, teaching elsewhere, government service, etc.	Yes	4.2
		No	4.0
37.	Faculty Hospitalization Plan. Maintenance of a group hospitalization plan providing maximum obtainable protection at minimum cost to faculty.	Yes	5.1
		No	5.0
38.	Life and Health Insurance Plan. Maintenance of a group life and health insurance plan providing maximum obtainable protection at minimum cost to faculty.	Yes	4.9
		No	4.7
39.	Waiver of Tuition Fees for Faculty Dependents. Provides for waiver of tuition fees for children of faculty members.	Yes	4.6
		No	4.2

Table 4 (Cont.)

			$\bar{S}$
40.	Tuition Grants for Faculty Children Attending Other Colleges. Provides for tuition grants for children of faculty members.	Yes	4.9
		No	3.9
41.	Tuition Waiver for Faculty Member and/or Spouse.	Yes	4.2
		No	3.7
46.	Summer School Teaching. Opportunity for you to teach, at your option, summer classes for additional income.	Yes	4.5
		No	4.1
55.	Moving Expenses. Moving expenses paid for new faculty members.	Yes	4.5
		No	3.9
72.	Salary Continuation During Disability of Faculty Member. A policy, understood and acceptable to you of continuing salary during periods of faculty disability.	Yes	5.3
		No	5.2
73.	Division of Academic Year. Whether the college is on a semester, quarter of trimester plan	Yes	4.3
		No	4.2
80.	Provision of Space and Facilities. The provision of office space, library and laboratory facilities, secretarial assistance, etc. to productive retired faculty.	Yes	3.9
		No	3.7
81.	Health Provisions. A continuation of health and medical services equivalent to those received while teaching.	Yes	4.9
		No	4.5

Table 5

MEAN IMPORTANCE AND SATISFACTION WHICH RESPONDENTS DERIVE OR FEEL THEY WOULD DERIVE FROM STIPULATED FACTORS

(Classified by Respondents' Satisfaction-Dissatisfaction Response With Respect to Stipulated Factor in Current Position)

Factor No.		Mean Importance All Respondents	Mean Satisfaction All Respondents	Satisfaction/ Dissatisfaction	N. in Group	Mean Importance of Group	Mean Satisfaction of Group
2	Parking Facilities. Adequate space, acceptable distance, without charge.	4.7	4.8	H.S.[1]	(607)	4.9*	5.0**
				S.S.[2]	(203)	4.3**	4.1**
				S.D.[3]	(139)	4.4**	4.2**
				H.D.[4]	(179)	5.1**	5.3**
3	Office Space and Equipment. Well-lighted, properly ventilated and heated, convenient, private, adequate size and equipment, quiet.	5.2	5.2	H.S.	(702)	5.3*	5.3*
				S.S.	(221)	5.1*	5.0**
				S.D.	(73)	4.9**	4.7**
				H.D.	(179)	5.5**	5.3*

[1] H.S. (Highly Satisfied) all respondents specifying a degree of satisfaction in their current position between 3.0 and-6.0 for the stipulated factor

[2] S.S. (Somewhat Satisfied) all respondents specifying a degree of satisfaction in their current position between 0 and-3.0 for the stipulated factor.

[3] S.D. (Somewhat Dissatisfied) all respondents specifying a degree of dissatisfaction in their current position between 0 and -3.0 for the stipulated factor.

[4] H.D. (Highly Dissatisfied) all respondents specifying a degree of dissatisfaction in their current position between -3.0 and -6.0 for the stipulated factor.

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 5 (Cont.)

Factor No.		Mean Importance All Respondents	Mean Satisfaction All Respondents	Satisfaction/ Dissatisfaction	N. in Group	Mean Importance of Group	Mean Satisfaction of Group
4	Library Facilities and Services for Students. Adequate books, magazines, reference material and services to meet the needs of all students.	5.6	5.3	H.S.	(642)	5.6	5.4
				S.S.	(276)	5.5**	5.0**
				S.D.	(88)	5.4	5.2
				H.D.	(141)	5.8**	5.6**
5	Library Facilities and Services for Your Use. (Research, interest reading, etc.)	5.2	5.2	H.S.	(596)	5.6	5.3
				S.S.	(306)	5.4	5.0**
				S.D.	(99)	5.3**	5.0*
				H.D.	(141)	5.6	5.4**
6	Teaching Aids, i.e. Adequate laboratory equipment, blackboards, visual aid equipment, and supplies as needed.	4.7	4.6	H.S.	(596)	4.9**	4.8**
				S.S.	(359)	4.2**	4.1**
				S.D.	(93)	4.3**	4.0**
				H.D.	(92)	5.3**	5.1**
7	Classrooms and Laboratories. Clean, well-lighted, heated and ventilated, adequate space, good acoustics, etc.	5.0	5.0	H.S.	(603)	5.1	5.1*
				S.S.	(328)	4.8**	4.8**
				S.D.	(109)	4.8**	4.7**
				H.D.	(105)	5.4**	5.4**
16	Research Facilities. Availability of facilities desired by you in your research activities, also research assistants, adequate computer and other equipment, clerical services, etc.	5.2	4.9	H.S.	(408)	5.3**	5.1**
				S.S.	(380)	5.1*	4.6**
				S.D.	(155)	5.0*	4.5**
				H.D.	(179)	5.4**	5.2**
21	Secretarial and Clerical Services. Quality and quantity adequate to your needs in carrying out your professional activities.	5.3	5.1	H.S.	(514)	5.4	5.3*
				S.S.	(303)	5.1**	5.0*
				S.D.	(123)	5.1*	4.9**
				H.D.	(206)	5.5**	5.4**
22	Student Assistants, i.e., grading, research, etc., quality and quantity of assistance adequate to relieve you of routine.	4.6	4.5	H.S.	(423)	4.9**	4.8**
				S.S.	(361)	4.3**	4.2**
				S.D.	(172)	4.1**	4.0**
				H.D.	(169)	5.1**	5.0**

Table 5 (Cont.)

Factor No.		Mean Importance All Respondents	Mean Satisfaction All Respondents	Satisfaction/ Dissatisfaction	N. in Group	Mean Importance of Group	Mean Satisfaction of Group
23	Janitorial Services. Office, classroom, laboratory, etc., cleanliness.	4.3	4.2	H.S.	(552)	4.5**	4.5**
				S.S.	(352)	3.8**	3.7**
				S.D.	(112)	4.0*	3.9*
				H.D.	(130)	5.0**	4.9**
30	Faculty Promotions in Academic Rank, a systematic procedure, understood and accepted by you as being equitable.	5.5	5.1	H.S.	(564)	5.5	5.2
				S.S.	(248)	5.3**	4.9**
				S.D.	(113)	5.4	5.1
				H.D.	(208)	5.7**	5.4**
31	Individual Raises in Salary. A systematic Procedure, understood and accepted by you as being equitable.	5.4	5.2	H.S.	(545)	5.4	5.3
				S.S.	(282)	5.3*	5.0**
				S.D.	(112)	5.4	5.1
				H.D.	(198)	5.7**	5.5**
35	Faculty Tenure. A systematic procedure understood and accepted by you as being equitable.	5.0	4.9	H.S.	(725)	5.2**	5.1**
				S.S.	(206)	4.7**	4.5**
				S.D.	(97)	4.0**	4.0**
				H.D.	(111)	5.3**	5.2*
36	Faculty Retirement, a systemtic procedure, understood and accepted by you as being equitable and adequate.	5.2	5.1	H.S.	(746)	5.4**	5.3**
				S.S.	(225)	4.9**	4.6**
				S.D.	(73)	4.7**	4.4**
				H.D.	(94)	5.5**	5.3*
42	Faculty Travel Funds. A policy acceptable to you for payment of expenses incurred to attend professional meetings.	5.1	5.0	H.S.	(484)	5.1	5.1
				S.S.	(294)	4.9**	4.8**
				S.D.	(109)	4.9	4.8
				H.D.	(251)	5.4**	5.4**
43	Release From Teaching Assignment. A procedure understood and considered by you of releasing a faculty member from teaching responsibilities for the purpose of conducting research, writing, post-doctoral study or similar designated activities.	4.7	4.6	H.S.	(372)	4.9**	4.8**
				S.S.	(369)	4.3**	4.2**
				S.D.	(179)	4.3**	4.2**
				H.D.	(202)	5.3**	5.3**

Table 5 (Cont.)

Factor No.		Mean Importance All Respondents	Mean Satisfaction All Respondents	Satisfaction/ Dissatisfaction	N. in Group	Mean Importance of Group	Mean Satisfaction of Group
45	Faculty Consulting Activity. A policy, understood and acceptable to you concerning consulting or other outside activities or services financially beneficial to you.	4.4	4.2	H.S.	(520)	4.8**	4.8**
				S.S.	(327)	4.0**	3.8**
				S.D.	(162)	3.4**	2.9**
				H.D.	(97)	5.1**	4.8**
50	Faculty Participation in Adult Education and/or Similar Conference Programs. Opportunity for you to teach or participate in such programs for satisfactory supplemental pay.	3.4	3.3	H.S.	(387)	4.0**	3.9**
				S.S.	(358)	3.3	3.2
				S.D.	(265)	2.6**	2.4**
				H.D.	(84)	4.5**	4.5**
51	Academic Freedom. The provision of autonomy in your classroom environment with any limitation understood and acceptable to you.	5.5	5.4	H.S.	(981)	5.5	5.5
				S.S.	(106)	5.3	5.1**
				S.D.	(26)	4.4**	4.3**
				H.D.	(35)	5.8*	5.8*
53	Sponsored Programs. Availability of on-campus cultural, educational and/or entertainment programs.	4.6	4.4	H.S.	(667)	4.8**	4.7**
				S.S.	(351)	4.1**	3.9**
				S.D.	(68)	4.1**	3.6**
				H.D.	(60)	5.3**	5.2**
54	Organizational Lines. Clearcut, well-understood and acceptable organizational lines of authority and responsibility.	5.0	4.8	H.S.	(507)	5.1	4.9
				S.S.	(337)	4.8**	4.6**
				S.D.	(119)	4.9	4.5**
				H.D.	(172)	5.4**	5.3**
60	Faculty Participation in Policy Formulation and Implementation. An extensive participation and influence of faculty (or representatives elected by faculty) in determination of academic policies.	5.1	4.9	H.S.	(5.6)	5.1	5.0*
				S.S.	(346)	4.8**	4.6**
				S.D.	(99)	4.9	4.5**
				H.D.	(182)	5.5**	5.4**

Table 5 (Cont.)

Factor No.		Mean Importance All Respondents	Mean Satisfaction All Respondents	Satisfaction/ Dissatisfaction	N. in Group	Mean Importance of Group	Mean Satisfaction of Group
61	Faculty Participation in Budget Development. An extensive participation and influence of faculty (or representatives elected by faculty) in determination of budget provisions.	4.2	4.1	H.S.	(316)	4.0	4.0
				S.S.	(38)	4.0	3.9*
				S.D.	(199)	3.6**	3.5**
				H.D.	(234)	5.2**	5.2**
62	Faculty Participation in the Determination of Standards of Student Conduct. An extensive participation and influence of faculty (or representatives elected by faculty) in the determination of standards of student conduct.	3.9	3.8	H.S.	(436)	4.3**	4.3**
				S.S.	(400)	3.6**	3.5**
				S.D.	(157)	2.8**	2.5**
				H.S.	(126)	4.8**	4.7**
63	Faculty Participation in the Development of Building Programs. An extensive participation and influence of faculty (or representatives elected by faculty) in the development of building programs.	4.1	3.9	H.S.	(390)	4.4**	4.2**
				S.S.	(369)	3.8**	3.6**
				S.D.	(204)	3.4**	3.2**
				H.D.	(159)	5.1**	4.9**
64	Faculty Participation in the Formation of Parking Provisions and Regulations. An extensive participation and influence of faculty or representatives elected by faculty) in the determination of standards of parking provisions.	3.5	3.4	H.S.	(358)	3.8**	3.8**
				S.S.	(334)	3.4	3.3
				S.D.	(263)	2.7**	2.7**
				H.D.	(166)	4.6**	4.5**
65	Teaching Loads. A policy, understood and acceptable to you for determining a normal full-time teaching load.	5.3	5.2	H.S.	(622)	5.3	5.2
				S.S.	(269)	5.2	5.0*
				S.D.	(99)	5.2	5.2
				H.D.	(151)	5.7**	5.6**
66	Classroom Assignment. Assignment of convenient classrooms using a procedure understood and acceptable to you.	4.2	4.3	H.S.	(645)	4.4	4.5*
				S.S.	(309)	4.0**	4.0**
				S.D.	(96)	3.3**	3.5**
				H.D.	(91)	5.3**	5.2**

Table 5 (Cont.)

Factor No.		Mean Importance All Respondents	Mean Satisfaction All Respondents	Satisfaction/ Dissatisfaction	N. in Group	Mean Importance of Group	Mean Satisfaction of Group
67	Class Size. Acceptable participation and influence of professor in establishing maximum class size.	4.8	4.8	H.S.	(618)	4.8	4.8
				S.S.	(282)	4.6**	4.6*
				S.D.	(107)	4.7	4.7
				H.D.	(135)	5.4**	5.4**
68	Class Hours. Involvement and influence by you in establishing hours and days your classes are offered.	4.5	4.6	H.S.	(756)	4.6	4.7
				S.S.	(241)	4.1**	4.3**
				S.D.	(70)	3.8**	4.0**
				H.D.	(71)	5.2**	5.4**
69	Determination of Courses to be Taught. Involvement and authority, to a degree deemed most desirable to you, in the determination of specific courses to be taught.	5.2	5.3	H.S.	(8*21)	5.3*	5.3*
				S.S.	(205)	5.0**	5.0**
				S.D.	(50)	4.6**	4.8**
				H.D.	(69)	5.5*	5.4*
70	Method of Selecting Department Chairman. A procedure fully satisfactory to you and to your department colleagues, for the selection of department chairman.	5.0	4.9	H.S.	(589)	5.0	5.0
				S.S.	(250)	4.9	4.8
				S.D.	(108)	4.7**	4.5**
				H.D.	(191)	5.6**	5.4**
71	Method of Selecting Committee Members. A procedure fully satisfactory to you and to your colleagues, for the selection of committee members.	4.3	4.2	H.S.	(566)	4.5**	4.4**
				S.S.	(300)	3.9**	3.9**
				S.D.	(151)	3.7**	3.6**
				H.D.	(120)	5.1**	5.0**
74	Organizational Communications. Communications policy providing faculty with accurate desired information.	4.8	4.7	H.S.	(449)	4.9	4.8
				S.S.	(356)	4.6**	4.5**
				S.D.	(139)	4.4**	4.3**
				H.D.	(190)	5.5**	5.3**

Table 5 (Cont.)

Factor No.		Mean Importance All Respondents	Mean Satisfaction All Respondents	Satisfaction/ Dissatisfaction	N. in Group	Mean Importance of Group	Mean Satisfaction of Group
75	Student Counselling and/or Registration. A procedure understood and acceptable to you for counselling and/or registering students.	4.6	4.4	H.S.	(438)	4.8**	4.6**
				S.S.	(324)	4.4**	4.2**
				S.D.	(159)	4.1**	3.6**
				H.D.	(214)	5.1**	4.9**
90	Characteristics of Faculty. Colleagues in your institution having interests, abilities, attitudes, and other characteristics such that your desires for interpersonal relations are fully met.	4.8	4.7	H.S.	(631)	5.0**	4.9**
				S.S.	(321)	4.6*	4.6*
				S.D.	(82)	4.2**	4.1**
				H.D.	(84)	5.0	5.0
91	Location of Institution. A location having physical and other environmental factors deemed desirable by you and your faculty.	4.8	4.9	H.S.	(774)	4.9	5.0
				S.S.	(204)	4.4**	4.5**
				S.D.	(82)	4.2**	4.1**
				H.D.	(84)	5.0	5.0
92	Characteristics of Administration. An administrative staff competently carrying out appropriate functions, in a manner conducive to an organizational climate deemed most desirable to you.	5.3	5.2	H.S.	(498)	5.3	5.2
				S.S.	(312)	5.2	5.1
				S.D.	(105)	5.2	5.0
				H.D.	(202)	5.5**	5.3

Discussion of Data

When considering conclusions derived from this research one must recognize that the project undertaken was primarily a matter of gathering and presenting statistical information which could be of inestimable value to university and college administrators who wish to identify factors which may contribute toward an undesired rate of faculty turnover. It goes without saying that the primary value to be derived must lie in corrective action taken rather than from the research as an end in itself. At the time an administrator is considering the adequacy of any policy or practice to provide satisfaction[1], of or at least not to create dissatisfactions, it must be remembered that the criterion of judgement must be the faculty's reaction to that policy and practice rather than the administrator's opinion as to the adequacy of the factor to meet the needs of his faculty.

One of the specific objectives of this study was to identify and quantatively evaluate the importance of university and college fringe benefit policies and practices as well as other factors from which faculty members derive or believe they would derive satisfactions.

The data is portrayed (table 1) to define and list in a rank order of motivational influence, those 57 factors which were identified as being most significant in providing satisfactions or creating dissatisfactions among the respondent group of faculty members.

In recognition of the fact that a summation of individual values among a heterogeneous group provides little insight concerning the disparity of values of individuals or sub-groups a further analysis was made to determine the distribution of values within the population as well as mean values within each sub-group.

With respect to the distribution of assigned values, the 10th and 90th percentile values of both importance and satisfactions are tabulated as these values provide a more valid concept of distribution than would a range designation. As may be seen from table 2, at least 10 percent of respondents indicate that every stipulated factor yields or would yield a very high level of satisfaction to them. In fact 56 of the 57 factors have a mean value of satisfaction of 5.7 or above. The only exception was faculty clubs with a mean P_{90} value of 4.8.

The lower values of the distribution show a much greater variation. The widest range of opinions as to the degree of satisfaction which is or would be derived were those assigned to the various factors relating to faculty participation in activities or function other than those directly relating to their teaching or research functions. These factors show a definite bimodal distribution peaking at lower values .5 - .7[1] (normally approximately 25 percent of respondents) and an upper value of 5.7 - 6.0 (about 75 percent of respondents). A typical example of this distribution pattern is the somewhat general factor no. 60, "Faculty Participation in Policy Formulation and Implementation" which had a minor mode $\bar{S}=2.7$ and a major mode $\bar{S}=6.0$.

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[1] Cost is frequently cited as a reason for not taking such action. It is significant that approximately one-half of the factors identified in this study including 6 of the first 9 in rank order of motivational influence can be implemented without substantial out of pocket cost.

A number of factors show a very narrow distribution range 4.0 - 6.0 indicating that improvements in these areas would provide the greatest satisfactions to the greatest number of faculty. Included in this group are the following factors: (30) A Systematic and Equitable Procedure for Determining Promotions in Academic Rank; (21) Quality and Quantity of Secretarial and Clerical Service; (31) A Systematic and Equitable Procedure for Determining Individual Raises in Salary; (32) An Equitable Procedure for Providing Sabbatical Leaves of Absence; (42) Faculty Travel Funds; (72) Policy of Salary Continuation During Disability; (91) Location of Institution; and (92) Characteristics of Administration. Of these 8 factors which are deemed by the total respondent group to provide the greatest degree of satisfaction it is significant that 5 would not require additional out of pocket cost although one, no. 91, is beyond the control of an administration. It should also be noted that several other factors have a very high mean satisfaction with a single high, narrow distribution. Among these are the following factors: (3) Office Space and Equipment; (4) and (5) Library Services and Facilities; (7) Classroom and Laboratories; (36) Faculty Retirement Procedure; (37) Faculty Hospitalization Plan; (43) Release from Teaching Assignements; (65) Determination of Teaching Loads; (67) Class Size; (70) Method of Selecting Department Chairman; (74) Organizational Communications; and (90) Characteristics of Faculty.

The distribution of responses of preceived importance of the stipulated factors for all respondents follows a similar pattern with three factors (4) and (5) Library Facilities and Services for Students, (30) Systematic Procedures for Faculty Promotions in Academic Rank and (31) Systematic Procedures for Individual Raises having an even narrower range of values: i.e. (4) Library Facilities and Services for Students --P_{10}--P_{90} is 5.0--6.0; (5) Library Facilities and Services for Faculty 4.5--6.0; (30) A Systematic Equitable Procedure for Faculty Promotions 4.5--6.0; and (31) A Systematic Equitable Procedure for Individual Raises in Salary 4.5--6.0.

Other factors being assigned very high importance values and having a single modal distribution pattern include the following: (3) Office Space and Equipment; (7) Classroom and Laboratory Facilities; (14) Faculty Telephone Facilities; (16) Research Facilities; (21) Secretarial and Clerical Services; (32) Sabbatical Leaves of Absence; (35) Faculty Tenure Policies; (36) Retirement Policies;

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[1] The scale range of values was 0------6.0.

(37) Hospitalization Plan; (42) Faculty Travel Policy; (51) Academic Freedom; (54) Clear-cut Organizational Lines; (60) Faculty Participation in Policy Formulation and Implementation; (67) Class Size; (69) Determination of Courses to be Taught; (70) Method of Selecting Department Chairman; (72) Method of Selecting Committee Members; and (92) Characteristics of Administration.

In addition, as can be noted from 'tables 6 - 25 showing mean satisfaction and importance of stipulated factors as determined from sub-group responses, there is a high degree of uniformity of opinion within these groups concerning the importance and satisfaction they derive or would derive from still other factors.

There are a number of factors where both satisfaction and importance are primarily dependent upon the personalities, likes, dislikes, and needs hierarchy of the individual respondent. As would be anticipated such factors have an extremely wide range of assigned values. Typical of such factors are the following:

	Satisfaction		Importance	
Factor	P10	P90	P10	P90
(1) Faculty Club	.25	4.8	.60	4.6
(10) Private Dining Room	.70	5.7	.70	5.3
(39) Waiver of Tuition Fees	1.9	5.9	.60	6.0
(40) Tuition Grants	.50	5.8	.40	6.0
(41) Tuition Waiver	.80	5.7	.70	5.7
(50) Participation in Conference	.10	5.7	.50	5.6
(64) Participation in Parking	.50	5.7	.40	5.8
(80) Facilities for Retired	.60	5.8	1.0	5.6

When considering the above and other similar factors the benefits to be derived by a university in terms of decreased dissatisfactions of faculty with resulting decreased turnover cannot be estimated from mean values of satisfaction and importance. For example for factor (39) Waiver of Tuition Fees for Faculty Dependents, even though the mean importance is 4.3 and 10 percent of respondents designated a value of .6 or less, approximately one-third of the respondents gave this factor a value between 5.6 and 6.0.

A second specific objective was to compare the relative importance which various sub-groups of faculty members place on the factors. Inasmuch as the motivational influence of factors is considered to be a function of derived or anticipated satisfaction as well as perceived importance, this objective was expanded to include quantative measures of satisfaction as well as importance.

An examination of Tables 6 - 25 (appendix) which list mean satisfactions and importance of stipulated factors classified by respondent sub-groups will show that differences between sub-groups are not as great in most instances as is commonly thought. During the interviews respondents frequently said; "but people in our section of the country are different," or "yes that may be true in general but ______________ are different." It is sufficient to say that with rare exceptions such beliefs are not borne out by the statistical data. Even where mean differences are significant at the .01 level the numerical difference is frequently not significant from a practical standpoint. The high statistical significance results from large samples with close agreement in their value systems, i.e. a small standard deviation in their response distributions. The greatest differences in both satisfaction and importance designations are between male and female, married or single. Contrary to general opinions expressed by respondents there are few practical differences in values for either satisfaction or importance of stipulated factors when respondents were classified by geographical location, size of institution or type of institution. It may also be of interest to note that there are few practical differences of values when responses are classified by the race of respondents.

A comparison of responses of faculty from southeastern schools with those of other areas was of particular interest in this study. Tables 16 and 17 show a difinite trend of higher ratings designated by these faculty members for derived or anticipated satisfactions as well as perceived importance. Although absolute differences are relatively small for both measures, southeastern faculty members designated a satisfaction rating higher than the mean of all respondents to 44 of the 57 stipulated factors, 10 were designated the same as the mean, while 4 were evaluated lower than that the mean of all respondents. (of the 44 higher ratings, 16 were statistically significant, 8 at the .01 level and 8 at the .05 level). Table 17 reveals similiarly higher designated evaluations of importance of the stipulated factors by southeastern faculty.

A third objective related to the relative importance which Ph.D. candidates place on the designated factors. This objective was also expanded to include perceived or anticipated satisfactions from these factors.

The number of respondents (12) in this classification was too small to provide a reliable measure of the values of this group. However, tables 6 and 7 do indicate that there are significant differences in the values of this respondent group. (18 are statistically significant at the .05 level). This is evidence of the need for additional research with this group.

A fourth objective of the study was to explore the effect of designated policies and practices on faculty morale and resulting turnover.

To obtain this information 127 faculty members who had changed positions within a previous 5 year period were interviewed during the pilot study. Table 3 presents a classification of responses of this group. Respondents were classified into 2 groups as determined by their degree of satisfactions in their current position. Group A consists of faculty members who were dissatisfied with their current position (low morale) to the point that, "they were looking around." Group B consists of faculty members who indicated that they were satisfied with their current position to the degree that "they were not actively seeking another position."

The interviews were conducted to substantiate or refute the hypothesis that faculty turnover occurs primarily as a result of dissatisfactions in ones current position rather than from promised or anticipated rewards in a different position. A nondirective interviewing technique was followed with respondents asked to tell about their previous and their current position. A record was kept of responses as either indicating satisfaction or dissatisfaction with various conditions of employment. In all but two interviews the respondent's comments regarding his previous position were very negative. They elaborated on the dissatisfying elements with little or no mention of the satisfying conditions of previous employment. The same thing was true with respect of respondents who were currently looking for a position elsewhere. When they told about their current position it was normally to describe the unsatisfactory aspects.

For example it may be noted from data depicted in table 3 that a total of 387 expressions by faculty members in group A (currently looking for a new position) were classified as expressions of current dissatisfaction with some factor included among the 57 identified in this study. This is an average of nearly 10 per faculty member. In contrast to these extensive expressions of dissatisfaction only 42 such negative comments (an average of less than .5 per member) were made by the 88 faculty members in group B (not seeking a new position).

The low number of dissatisfactions classified in column 2 and satisfactions classified in 4 (those referring to factors not included in this study) indicates the study's relatively complete identification of important factors.

Columns 3 and 4 are comparable to 1 and 2 except the responses relate to satisfactions in respondent's current position. 46 satisfaction factors were mentioned by group A, an average of 1.2 per respondent while 714 such expressions were made by group B, an average of 8.1 per faculty member.

Columns 5 and 6 are again comparable to 1 and 2 in that they summate expressions of dissatisfaction. Here however comments relate to their previous, rather than their current positions. Both groups identified numerous dissatisfying factors. A group averaged 9.2 such responses per respondent while group B averaged 7.0 responses so classified. Both groups identified few satisfying factors in their previous jobs as indicated by columns 7 and 8.

The responses classified in columns 9, 10 and 11 reveal that relationship between the amount of salary in their current position and that of their previous position had little if any bearing on their general attitude of satisfaction or dissatisfaction in their current position. It was significant that few expressed any dissatisfaction with the amount of their salary although several mentioned that some other persons were making more than they deserved. It was also highly significant that relatively few respondents felt their current salary was higher than it would have been had they stayed in their previous position. The evidence obtained substantiates the hypothesis that faculty members place themselves in the labor market because they are dissatisfied by various conditions of their employment.

The data from this research was also analyzed to explore the validity of two widely held assumptions: 1, that individuals place a higher value on those things they do not have than they do on those things they do have; and 2, that correcting a factor or condition which is dissatisfying will not necessarily result in satisfactions to the persons involved.[1] The results of this study strongly refute both assumptions.

Fifteen factors in the data-gathering instrument relate to the importance of, and the degree of satisfaction which respondents derive or believe they would derive from, the existence of designated physical items. Typical of such items are factor 1,-faculty club, 10-private faculty dining room, 11-a convenient faculty lounge, 14-adequate telephone facilities, etc. After respondents had indicated the degree of satisfaction they derived as well as their opinion as to the importance of the factor, they were requested to indicate whether or not they had such a facility. If the assumption were true, those respondents having the facility would assign a lower degree of satisfaction from the item while those respondents who did not have the facility would assign a higher degree based upon their opinion of the satisfaction they believed they would derive from the item. Actually the reverse was true.[2] In 12 of the 15 ratings a higher degree of satisfaction was assigned by those having the facility than that assigned by the group not having the facility. The only reversal was responses to item 33 where the mean of respondents having non-sabbatical leaves of absence with pay equaled 4.6 while the mean of respondents not having such leaves equaled 4.7. Two items, 1- faculty clubs and 11- faculty lounges received equal responses from both groups. This result should be explored in greater depth by additional research.

The second assumption was tested by dividing respondents into 4 classifications on the basis of the degree of satisfaction/dissatisfaction they expressed regarding stipulated factors in their current positions. Responses of +3 - +6 were classified highly satisfied, 0 - + 3 as somewhat satisfied, 0 — - 3 as somewhat dissatisfied, and - 3 — - 6 as highly dissatisfied. If the assumption were valid one would find the highest degree of satisfaction and importance designated by the highly dissatisfied group with the mean values decreasing as the degree of dissatisfaction lessened and with the lowest values being those of the highly satisfied group. The data do not show this distribution. Instead the values (both satisfaction and importance) as assigned by the highly satisfied group and the highly dissatisfied group are significantly higher than those assigned by the somewhat satisfied and somewhat dissatisfied groups.[1] This would result in a U shaped curve if one were to plot perceived importance as a function of the degree of satisfaction of respondents with the stipulated factor in their current employment. It is suggested that this distribution occurs because each of the extreme groups, i.e. those highly satisfied and those highly dissatisfied have stronger or more intense feelings concerning the stipulated factor. If one theorizes that individuals consider those factors which arouse strong feelings of high importance and those over which they have lesser intense feelings of lower importance - a rational explanation of the distribution is provided. This theory too should be cross validated by additional research.

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[1] Herzberg, op. cit. p. 113.

[2] See table 4.

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[1] See table 5.

Conclusions

1. There are a large number of factors relating to employment which may provide a source of high level satisfactions to faculty providing appropriate policies and practices are implemented.
2. There is a high degree of consistency among various sub-groups concerning the importance of these factors as well as the degree of satisfaction respondents derive or believe they would derive from such factors.
3. Faculty members in southeastern schools place higher satisfaction and importance values on stipulated factors than those assigned by faculty from the total population of faculty.
4. There are significant differences between the values of graduate students and those of the total population.
5. The acquisition of faculty may be governed to a substantial degree by the level of wage offered to the potential new faculty member, however, the retention of faculty is governed to a far higher degree by the policies and practices of that institution, especially those relating to faculty personnel policies and practices.
6. Faculty turnover could be substantially reduced by an administration placing a greater emphasis on faculty desires when formulating and implementing policies and practices relating to facilities, personnel practices, general administrative policies, practice regarding retired faculty and the nature of the institution.
7. Of the foregoing approximately 40% of the factors providing the highest positive or negative motivational influences relate to faculty personnel policies and practices.
8. The vast majority of faculty turnover results from a cumulative dissatisfaction stemming from policies and practices which do not meet the needs of those faculty rather than from offers of more desirable positions elsewhere.
9. The importance of a factor in a faculty member's value system as well as the degree of satisfaction he derives or believes he would derive from that factor are both components in the motivation influence of that factor.
10. The values of any factor (both satisfaction and importance) as assigned by those faculty members who are currently either highly satisfied or highly dissatisfied with that factor in their teaching environment are significantly higher than those assigned by faculty members who are somewhat satisfied or somewhat dissatisfied with the factor in question.
11. Faculty members assign higher importance and satisfaction values to physical facilities where these facilities exist in their institutions in contrast to lower values where the facilities are not available.

Conclusions (Cont.)

12. Adequate policies and practices concerning many positive motivation influence factors could be implemented by a university or college without substantial out of pocket cost.

Recommendations

1. Every university and college should have an administrator, well qualified in the field of employee relations, preferably carrying the title of Vice President of Faculty Relations and reporting directly to the President.[1]
2. The above mentioned Vice President should be assigned the responsibility and delegated authority to formulate faculty personnel policies and practices designed to provide optimum satisfactions to faculty. Said policies should then be recommended to the administrative body having the authority to implement such policy.
3. This Vice President should be a member of, and highly influential in, any administrative group, whose function is to implement institution policies.
4. Every college or university system should audit their policies and practices concerning factors stipulated in this study to determine their motivational influence insofar as creating desirable faculty attitudes and actions are concerned.
5. Additional research should be carried out to cross-validate theories of motivation developed in this study.

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[1] If an institution is so small, e.g. having less than 100 faculty members, so that recommendation one above is impractical, a faculty member having a terminal degree or extensive successful experience in personnel administration could be assigned this functional responsibility.

Appendix

Table 6

MEAN SATISFACTIONS WHICH RESPONDENTS DERIVE OR BELIEVE THEY WOULD DERIVE FROM THE EXISTENCE OF THE STIPULATED FACTOR (Classified by Academic Rank of Respondent)

Factor Number[2]	MOTIVATION FACTOR[1]	All Respondents N=1175[3]	Professors N=453	Assoc. Prof. N=328	Asst. Prof. N=259	Instructors N=86	Grad. Students N=12	Others N=16
51	Academic Freedom	5.4	5.4	5.4	5.4	5.3	5.5	5.6
4	Library Facilities and Services for Students	5.3	5.3	5.3	5.3	5.5*	5.6	4.9
5	Library Facilities and Services for Your Use	5.2	5.2	5.2	5.2	5.2	5.2	4.8
31	Individual Raises in Salary	5.2	5.2	5.2	5.3	5.2	5.2	5.0
30	Faculty Promotions in Academic Rank	5.1	5.2	5.2	5.2	4.8*	5.0	4.9
72	Salary Continuation During Disability of Faculty Member	5.3	5.2	5.3	5.3	5.4	5.2	4.8
65	Teaching Loads	5.2	5.1*	5.2	5.3	5.5**	5.3	5.1
92	Characteristics of Administration	5.2	5.2	5.2	5.3	5.2	4.8*	4.8*
69	Determination of Courses to be Taught	5.2	5.2	5.3	5.3	5.3	4.8*	5.0

[1] See Table 1 for definition of each motivation factor.

[2] Factor numbers correspond to those in data-gathering instrument. Listed in descending order of motivational influence (I x S).

[3] Sum of respondents in each classification does not equal total N as some did not check "rank."

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 6 (Cont.)

Factor Number^2	MOTIVATION FACTOR	All Respondents N=1175	Professors N=453	Assoc. Prof. N=328	Asst. Prof. N=259	Instructors N=86	Grad. Students N=12	Others N=16
21	Secretarial and Clerical Service	5.1	5.1	5.2	5.0	5.3	5.0	4.9
3	Office Space and Equipment	5.2	5.1	5.2	5.2	5.3	5.0	4.8
36	Faculty Retirement	5.2	5.2	5.3	5.2	5.1	5.1	4.7
37	Faculty Hospitilization Plan	5.1	5.1	5.1	5.2	5.1	4.7	4.4*
32	Sabbatical Leaves of Absence	4.9	4.9	4.8	4.8	5.1*	4.5*	4.5*
42	Faculty Travel Funds	5.1	5.0	5.1	5.2	5.3	4.9	4.1**
70	Method of Selecting Department Chairman	4.9	4.9	5.0	5.0	4.8	5.0	4.9
16	Research Facilities	4.9	4.8	5.0	4.8	4.7	5.4*	4.8
35	Faculty Tenure	5.0	5.1	4.9	5.1	4.9	4.1*	4.3*
7	Classrooms and Laboratories	5.0	5.0	5.0	5.0	5.2	5.0	4.7
60	Faculty Participation in Policy Formulation and Implementation	4.9	4.8	4.8	5.1*	5.0	5.1	4.5
54	Organizational Lines	4.8	4.8	4.8	4.9	5.0	4.9	4.3
38	Life and Health Insurance Plan	4.9	4.9	4.9	5.0	4.8	4.8	4.1*
91	Location of Institution	4.9	4.8	4.9	5.1*	5.0	5.1	5.2
14	Faculty Telephones	4.9	4.9	4.8	4.8	5.1	4.5	4.5
67	Class Size	4.8	4.6*	4.7	5.0*	5.4**	4.9	4.7
74	Organizational Communications	4.7	4.7	4.8	4.6	4.8	4.5	4.6

Table 6 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	Professors N=453	Assoc. Prof. N=328	Asst. Prof. N=259	Instructors N=86	Grad. Students N=12	Others N=16
90	Characteristics of Faculty	4.7	4.7	4.7	4.9	4.9	5.0	5.1
2	Parking Facilities	4.8	4.7	4.7	4.9	** 5.2	* 5.4	4.6
43	Release from Teaching Assignment	4.7	4.6	4.7	4.7	4.6	* 5.3	4.6
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.5	4.5	* 4.9	* 5.0	* 5.1	4.5
81	Health Provisions	4.6	4.6	4.6	4.8	4.6	* 4.0	4.2
6	Teaching Aids	4.6	4.5	4.6	4.6	** 5.0	4.6	4.2
46	Summer School Teaching	4.7	** 4.4	4.8	4.8	** 5.2	4.8	** 3.5
68	Class Hours	4.6	* 4.4	4.6	** 4.9	4.9	* 5.0	4.5
22	Student Assistants	4.5	4.4	4.6	4.5	4.5	4.9	4.5
75	Student Counseling and/or Registration	4.4	4.4	4.4	4.4	** 4.8	3.2	** 3.4
53	Sponsored Programs	4.4	4.3	4.3	4.5	* 4.8	4.9	4.3
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.1	4.3	4.4	4.4	4.3	4.1
66	Classroom Assignment	4.3	4.2	4.3	4.4	* 4.7	4.7	4.0
45	Faculty Counsulting Activity	4.4	4.3	4.4	4.4	4.2	4.4	4.2
23	Janitorial Services	4.2	4.2	4.3	4.2	** 4.6	4.0	3.6
71	Method of Selecting Committee Members	4.2	4.2	4.1	4.3	4.3	4.7	3.8
34	Leaves of Absence without Pay	4.3	4.1	4.3	4.4	4.3	4.1	4.1

Table 6 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	Professors N=453	Assoc. Prof. N=328	Asst. Prof. N=259	Instructors N=86	Grad. Students N=12	Others N=16
61	Faculty Participation in Budget Development	4.1	3.9	4.0	4.3	4.6	4.1	4.1
73	Division of Academic Year	4.2	4.2	4.2	4.1	4.2	4.4	3.7
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	3.7	4.0	4.0	3.8	3.0*	3.4
55	Moving Expenses	4.0	3.7**	4.3*	4.3*	4.4	4.6	4.3
63	Faculty Participation in the Development of Building Programs	3.9	3.9	3.8	4.0	4.2	3.2*	3.2*
20	Medical Services for Faculty	4.0	3.9	4.0	4.1	3.9	4.2	4.5
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.4**	3.9	4.2**	4.3*	4.5	2.6*
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	3.7	3.8	3.9	4.1	2.5**	2.7*
80	Provision of Space and Facilities	3.8	3.8	3.8	4.0	3.5	3.2*	3.8
11	A Convenient Faculty Lounge	3.7	3.7	3.6	3.8	4.1*	4.7*	3.7
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.4	3.4	3/5	3.8	4.0	3.1
10	A Private Faculty Dining Room	3.5	3.5	3.6	3.6	3.5	4.3*	4.1

Table 6 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	Professors N=453	Assoc. Prof. N=328	Asst. Prof. N=259	Instructors N=86	Grad. Students N=12	Others N=16
50	Faculty Participation in Adult Education and/or Similar Conference Program	3.3	3.1	3.3	3.6*	3.7	3.6	3.3
1	Faculty Club	3.2	3.4*	3.0	3.1	2.9	2.0**	3.9

Table 7

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Academic Rank of Respondent)

Factor Number^1	MOTIVATION FACTOR^2	All Respondents N=1175^3	Professors N=453	Assoc. Prof. N=328	Asst. Prof. N=259	Instr. N=86	Grad. Stud. N=12	Others N=16
1	Faculty Club	3.4	3.6**	3.2	3.3	3.2	2.1**	3.7
2	Parking Facilities	4.7	4.7	4.8	4.7	4.9	4.9	4.4
3	Office Space and Equipment	5.2	5.2	5.3	5.3	5.4*	5.4	4.9
4	Library Facilities and Services for Students	5.6	5.5	5.6	5.7	5.8*	5.8	5.4
5	Library Facilities and Services for Your Use	5.5	5.4	5.5	5.5	5.6	5.7	5.1*
6	Teaching Aids	4.7	4.6	4.7	4.8	5.1**	4.9	4.5
7	Classrooms and Laboratories	5.0	5.0	5.0	5.0	5.3**	5.0	4.8
10	A Private Faculty Dining Room	3.5	3.6	3.5	3.5	3.4	3.5	3.7
11	A Convenient Faculty Lounge	3.7	3.7	3.6	3.8	4.0	4.3	3.4
14	Faculty Telephones	4.9	5.0	4.8	4.8	5.0	4.9	4.5
16	Research Facilities	5.2	5.1	5.3	5.2	5.2	5.6	5.1

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[1] Factor numbers correspond to those in data-gathering instrument.

[2] See Table 1 for definition of each motivational factor stipulated.

[3] Sum of respondents in each classification does not equal total N as some did not check "rank."

*Significant at the .05 level from mean of all respondents.

**Significant at the .01 level from mean of all respondents.

Table 7 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	Professors N=453	Assoc. Prof. N=328	Asst. Prof. N=259	Instr. N=86	Grad. Stud. N=12	Other N=16
20	Medical Services for Faculty	3.9	3.8	3.9	4.0	3.9	4.3	4.2
21	Secretarial and Clerical Service	5.3	5.3	5.3	5.3	5.4	5.0	5.3
22	Student Assistants	4.6	4.5	4.7	4.6	4.6	4.7	4.6
23	Janitorial Services	4.3	4.2	4.3	4.3	4.7**	4.5	3.8
30	Faculty Promotions in Academic Rank	5.5	5.5	5.5	5.5	5.5	5.3	5.3
31	Individual Raises in Salary	5.4	5.4	5.4	5.5	5.5	5.4	5.1
32	Sabbatical Leaves of Absence	5.0	5.0	5.0	5.1	5.1	5.1	4.9
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.4	4.5	4.9**	4.9*	4.5	4.3
34	Leaves of Absence without Pay	4.2	4.1	4.2	4.3	4.2	3.3*	4.3
35	Faculty Tenure	4.9	4.9	4.8	5.0	4.7	4.5	4.3
36	Faculty Retirement	5.1	5.1	5.1	4.9	4.8	5.1	4.5
37	Faculty Hospitilization Plan	5.1	5.0	5.1	5.1	5.0	4.9	4.4*
38	Life and Health Insurance Plan	4.8	4.9	4.8	4.9	4.6	4.2	4.1*
39	Waiver of Tuition Fees for Faculty Dependents	4.3	4.1	4.4	4.4	4.3	4.1	3.9
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	3.9	4.3	4.2	3.8	3.1*	3.7

Table 7 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Professors N = 453	Assoc. Prof. N = 328	Asst. Prof. N = 259	Instr. N = 86	Grad. Stud. N = 12	Other N = 16
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.4**	4.0	4.2*	4.3*	4.7	2.9
42	Faculty Travel Funds	5.0	5.0	5.0	5.1	5.2	4.9	4.1**
43	Release from Teaching Assignment	4.6	4.5	4.7	4.7	4.7	5.0	4.3
45	Faculty Travel Funds	4.2	4.2	4.2	4.3	4.1	4.3	4.4
46	Summer School Teaching	4.4	4.2*	4.5	4.7**	4.7	4.7	3.6
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.3	3.4	3.6	4.0**	3.2	3.3
51	Academic Freedom	5.5	5.5	5.5	5.5	5.4	5.6	5.6
53	Sponsored Programs	4.6	4.5	4.5	4.7	4.8	4.8	4.4
54	Organizational Lines	5.0	5.0	5.0	5.1	5.1	4.8	4.3*
55	Moving Expenses	4.1	3.8*	4.2	4.2	4.3	3.9	4.5
60	Faculty Participation in Policy Formulation and Implementation	5.1	5.0	5.0	5.2*	5.2	5.0	4.9
61	Faculty Participation in Budget Development	4.2	4.0*	4.1	4.4	4.8**	4.1	4.3
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	3.8	3.9	4.0	4.2	2.9	2.7**
63	Faculty Participation in the Development of Building Programs	4.1	4.0	4.0	4.2	4.6**	3.6	3.2*

Table 7 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Professors N = 453	Assoc. Prof. N = 328	Asst. Prof. N = 259	Instr. N = 86	Grad. Stud. N = 12	Other N= 16
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	3.5	3.5	3.5	3.9*	3.8	3.2
65	Teaching Loads	5.3	5.2*	5.4	5.5*	5.5	5.3	5.1
66	Classroom Assignment	4.2	4.1	4.2	4.3	4.9**	4.2	4.1
67	Class Size	4.8	4.7*	4.8	5.1**	5.3**	5.0	4.4
68	Class Hours	4.5	4.3*	4.6	4.6	4.7	5.1	4.3
69	Determination of Courses to be Taught	5.2	5.1	5.3	5.2	5.3	5.3	4.9
70	Method of Selecting Department Chairman	5.0	5.0	5.1	5.1	5.0	4.6	5.1
71	Method of Selecting Committee Members	4.3	4.3	4.2	4.4	4.5	3.4*	3.9
72	Salary Continuation During Disability of Faculty Member	5.3	5.2	5.3	5.3	5.4	5.3*	4.9
73	Division of Academic Year	4.0	4.0	4.1	3.9	4.0	4.2	3.7
74	Organizational Communications	4.8	4.9	4.9	4.7	4.9	4.3	4.5
75	Student Counseling and/or Registration	4.6	4.5	4.7	4.7	5.0*	4.5	3.8*
80	Provision of Space and Facilities	3.7	3.7	3.6	3.9	3.7	3.3	4.0
81	Health Provisions	4.5	4.5	4.5	4.7	4.5	4.2	4.2
90	Characteristics of Faculty	4.8	4.8	4.7	4.9	5.0	4.3	5.0

Table 7 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Professors N = 453	Assoc. Prof. N = 328	Asst. Prof. N = 259	Instr. N = 86	Grad. Stud. N = 12	Other N = 16
91	Location of Institution	4.8	4.7	4.8	4.8	4.8	4.6	5.0
92	Characteristics of Administration	5.3	5.3	5.3	5.4	5.3	4.9	4.9*

Table 8

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR FEEL THEY WOULD DERIVE FROM THE EXISTENCE OF STIPULATED FACTORS
(Classified by Length of Time in Current Rank)

Factor Number[1]	MOTIVATION FACTOR[2]	Years in Current Rank				
		All N= 1175[3]	0-1 N= 161	2-4 N= 456	5-10 N= 285	10+ N= 237
51	Academic Freedom	5.4	5.4	5.4	5.4	5.4
4	Library Facilities and Services for Students	5.3	5.3	5.3	5.3	5.3
5	Library Facilities and Services for Your Use	5.2	5.3	5.2	5.1	5.2
31	Individual Raises in Salary	5.2	5.2	5.2	5.2	5.2
30	Faculty Promotions in Academic Rank	5.1	5.1	5.2	5.1	5.1
72	Salary Continuation During Disability of Faculty Member	5.3	5.2	5.2	5.4*	5.1
65	Teacher Loads	5.2	5.2	5.2	5.2	5.1
92	Characteristics of Administration	5.2	5.2	5.1	5.3	5.2
69	Determination of Courses to be Taught	5.2	5.3	5.2	5.3	5.1
21	Secretarial and Clerical Service	5.1	5.1	5.1	5.2	5.1
3	Office Space and Equipment	5.2	5.2	5.2	5.2	5.2
36	Faculty Retirement	5.2	5.2	5.1*	5.3	5.4*

[1] Factor numbers correspond to those in the data-gathering instrument. (See appendix)

[2] See Table 1 for definition of stipulated data-gathering factors.

[3] Sum of respondents in each classification does not equal total N as some did not check "years in rank."

*Significant at .05 level from mean of all respondents.

Table 8 (Cont.)

Factor Number	MOTIVATION FACTOR	Years in Current Rank				
		All N= 1175	0-1 N= 161	2-4 N= 456	5-10 N= 285	10+ N= 237
37	Faculty Hospitalization Plan	5.1	5.0	5.0	5.2	5.2
32	Sabbatical Leaves of Absence	5.0	5.1	5.0	5.0	5.0
42	Faculty Travel Funds	5.1	5.1	5.1	5.1	5.0
70	Method of Selecting Department Chairman	4.9	5.0	4.9	5.1	4.9
16	Research Facilities	4.9	5.1*	4.9	4.8	4.7
35	Faculty Tenure	5.0	5.0	4.9	5.1	5.3**
7	Classrooms and Laboratories	5.0	4.8	4.9	5.1	5.2*
60	Faculty Participation in Policy Formulation and Implementation	4.9	5.0	4.5	4.5	4.7
54	Organizational Lines	4.8	4.7	4.8	5.0*	4.8
38	Life and Health Insurance Plan	4.5	4.8	4.7*	5.1*	5.0
91	Location of Institution	4.5	5.0	5.0	5.0	4.7*
14	Faculty Telephones	4.9	4.7	4.8	4.9	5.1*
67	Class Size	4.8	4.8	4.8	5.0*	4.6*
74	Organizational Communications	4.7	4.7	4.6	4.8	4.8
90	Chacteristics of Faculty	4.7	5.0**	4.8	4.6	4.6
2	Parking Facilities	4.8	4.8	4.8	4.8	4.8
43	Release from Teaching Assignments	4.7	4.8	4.8	4.7	4.3**

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 8 (Cont.)

Factor Number	MOTIVATION FACTOR	Years in Current Rank				
		All N= 1175	0-1 N= 161	2-4 N= 456	5-10 N= 285	10+ N= 237
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.8	4.7	4.6	4.5
81	Health Provisions	4.6	4.5	4.5	4.7	4.8
6	Teaching Aids	4.6	4.4	4.5	4.6	4.8*
46	Summer School Teaching	4.7	4.6	4.8	4.7	4.4*
68	Class Hours	4.6	4.7	4.6	4.7	4.4
22	Student Assistants	5.1	5.1	5.1	5.1	5.0
75	Student Counseling and/or Registration	4.4	4.3	4.3	4.5	4.5
53	Sponsored Programs	4.4	4.4	4.4	4.3	4.4
39	Faculty Tenure	4.2	4.0	4.3	4.2	4.3
66	Classroom Assignment	4.3	4.1	4.3	4.4	4.4
45	Faculty Consulting Activity	4.4	4.2	4.4	4.3	4.5
23	Janitorial Services	4.2	3.9**	4.2	4.4	4.4*
71	Method of Selecting Committee Members	4.2	4.1	4.1	4.3	4.3
34	Leaves of Absence Without Pay	4.3	4.5*	4.3	4.2	4.1
61	Faculty Participation in Budget Development	4.1	4.1	4.0	4.2	4.0
73	Division of Academic Year	4.2	4.0	4.0	4.4*	4.3
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	3.7	4.0	3.8	3.7

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 8 (Cont.)

Factor Number	MOTIVATION FACTOR	Years in Current Rank				
		All N= 1175	o-1 N= 161	2-4 N= 456	5-10 N= 285	10+ N= 237
55	Moving Expenses	4.0	4.5**	4.3*	3.8*	3.6**
63	Faculty Participation in the Development of Building Programs	3.9	3.8	3.9	4.0	4.0
20	Medical Services for Faculty	4.0	4.0	3.9	4.1	4.1
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.8	3.9	3.8	3.6
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	3.6	3.7	3.8	4.0
80	Provision of Space and Facilities	3.8	3.9	3.6	3.8	4.0
11	A Convenient Faculty Lounge	3.7	3.6	3.7	3.8	3.8
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.3	3.3	3.6	3.7
10	A Private Faculty Dining Room	3.5	3.5	3.4	3.7	3.7
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	3.1	3.3	3.6*	3.1
1	Faculty Club	3.2	2.9	3.2	3.1	3.4*

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from the mean of all respondents.

Table 9

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Length of Time in Current Rank)

Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N= 1175[3]	Years in Current Rank			
			o-1 N= 161	2-4 N= 456	5-10 N= 285	10+ N= 237
1	Faculty Club	3.4	3.0**	3.3	3.4	3.6
2	Parking Facilities	4.7	4.6	4.7	4.9*	4.8
3	Office Space and Equipment	5.2	5.2	5.2	5.3	5.3
4	Library Facilities and Services for Students	5.6	5.6	5.5	5.6	5.6
5	Library Facilities and Services for Your Use	5.5	5.5	5.5	5.5	5.5
6	Teaching Aids	4.7	4.5	4.6	4.8	4.9*
7	Classrooms and Laboratories	5.0	4.8*	5.0	5.1	5.2*
10	A Private Faculty Dining Room	3.5	3.3	3.3*	3.7*	3.8*
11	A Convenient Faculty Lounge	3.7	3.5	3.6	3.8	3.9
14	Faculty Telephones	4.9	4.7	4.8	4.9	5.0*
16	Research Facilities	5.2	5.4*	5.2	5.2	5.1*
20	Medical Services for Faculty	3.9	3.7	3.8	4.0	4.1

[1] Factor numbers correspond to those in the data-gathering instrument. (See Appendix)

[2] See Table 1 for definition of each motivation factor.

[3] Sum of respondents in each classification does not equal total N as some failed to indicate "years in current rank."

*Significant at .05 level from the mean of all respondents.

**Significant at .01 level from the mean of all respondents.

Table 9 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N= 1175	Years in Current Rank			
			0-1 N= 161	2-4 N= 456	5-10 N= 285	10+ N= 237
21	Secretarial and Clerical Service	5.3	5.3	5.3	5.4	5.3
22	Student Assistants	4.6	4.6	4.6	4.7	4.5
23	Janitorial Services	4.3	3.9**	4.2	4.4	4.6**
30	Faculty Promotions in Academic Rank	5.5	5.4	5.5	5.4	5.4
31	Individual Raises in Salary	5.4	5.4	5.4	5.4	5.4
32	Sabbatical Leaves of Absence	5.0	5.2	5.0	5.0	5.0
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.8*	4.6	4.5	4.4
34	Leaves of Absence without Pay	4.2	4.4	4.2	4.1	4.0
35	Faculty Tenure	4.9	4.7	4.7*	4.9	5.3**
36	Faculty Retirement	5.1	4.9	4.9*	5.2	5.3**
37	Faculty Hospitalization Plan	5.1	5.0	5.0	5.1	5.1
38	Life and Health Insurance Plan	4.8	4.7	4.7*	5.0*	5.0
39	Waiver of Tuition Fees for Faculty Dependents	4.3	4.2	4.4	4.1	4.2
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	4.1	4.2	3.9	3.9
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.9	4.0	3.6	3.6

*Significant at .05 level from the mean of all respondents.

**Significant at .01 level from the mean of all respondents.

Table 9 (Cont.)

Number Factor	MOTIVATION FACTOR	All Respondents N= 1175	Years in Current Rank 0-1 N= 161	2-4 N= 456	5-10 N= 285	10+ N= 237
42	Faculty Travel Funds	5.0	5.1	5.1	5.0	5.0
43	Release from Teaching Assignment	4.6	4.8	4.7*	4.6	4.2**
45	Faculty Consulting Activity	4.2	4.1	4.2	4.2	4.2
46	Summer School Teaching	4.4	4.5	4.5	4.5	4.1**
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.2*	3.4	3.7**	3.3
51	Academic Freedom	5.5	5.5	5.5	5.5	5.4
53	Sponsored Programs	4.6	4.5	4.6	4.5	4.7
54	Organizational Lines	5.0	4.9	4.9	5.2*	5.0
55	Moving Expenses	4.1	4.4*	4.3*	3.8*	3.8*
60	Faculty Participation in Policy Formulation and Implementation	5.1	5.2	5.1	5.1	4.9*
61	Faculty Participation in Budget Development	4.2	4.2	4.1	4.3	4.0
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	3.7	3.8	3.9	4.1*
63	Faculty Participation in the Development of Building Programs	4.1	4.1	4.0	4.2	4.2

*Significant at .05 level from the mean of all respondents.

**Significant at .01 level from the mean of all respondents.

Table 9 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N= 1175	Years in Current Rank			
			0-1 N= 161	2-4 N= 456	5-10 N= 285	10+ N= 237
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	3.4	3.3	3.6	3.7
65	Teaching Loads	5.3	5.3	5.3	5.4	5.2
66	Classroom Assignment	4.2	4.0	4.1	4.3	4.4
67	Class Size	4.8	5.0	4.8	5.0	4.7
68	Class Hours	4.5	4.4	4.4	4.6	4.3
69	Determination of Courses to be Taught	5.2	5.3	5.1	5.3	5.1
70	Method of Selecting Department Chairman	5.0	5.1	4.9	5.2	5.0
71	Method of Selecting Committee Members	4.3	4.2	4.2	4.4	4.3
72	Salary Continuation During Disability of Faculty Member	5.3	5.2	5.3	5.4*	5.2
73	Division of Academic Year	4.0	3.9	3.8	4.3**	4.1
74	Organizational Communications	4.8	4.7	4.8	4.9	4.9
75	Student Counseling and/or Registration	4.6	4.6	4.5	4.8	4.7
80	Provision of Space and Facilities	3.7	3.8	3.5*	3.7	4.1*
81	Health Provisions	4.5	4.5	4.4*	4.6	4.7
90	Characteristics of Faculty	4.8	5.0	4.8	4.7	4.7

*Significant at .05 level from the mean of all respondents.

**Significant at .01 level from the mean of all respondents.

Table 9 (Continued)

Factor Number	MOTIVATION FACTOR	All Respondents N= 1175	Years in Current Rank 0-1 N= 161	2-4 N= 456	5-10 N= 265	10+ N= 237
91	Location of Institution	4.8	4.8	4.8	4.9	4.7
92	Characteristics of Administration	5.3	5.3	5.2	5.4	5.3

Table 10

MEAN SATISFACTIONS WHICH RESPONDENTS DERIVE OR BELIEVE THEY WOULD DERIVE FROM THE EXISTENCE OF STIPULATED FACTORS

(Classified by Function of Respondent)

Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N = 1175[3]	Teaching Under-grad. N = 443	Teaching Grad. Students N = 92	Teaching Grad. & Under-grad. N = 306	Research N = 55	Teaching & Administration N = 210	Teaching & Research N= 190
51	Academic Freedom	5.4	5.4	5.4	5.4	5.4	** 5.2	5.4
4	Library Facilities and Services for Students	5.3	5.3	5.2	5.4	5.2	5.2	5.2
5	Library Facilities and Services for Your Use	5.2	5.1	5.1	5.2	5.3	5.1	5.3
31	Individual Raises in Salary	5.2	5.2	5.2	5.2	4.9	5.3	5.1
30	Faculty Promotions in Academic Rank	5.1	5.2	5.2	5.1	5.1	5.1	5.1
72	Salary Continuation During Disability of Faculty Member	5.3	5.3	5.3	5.2	5.1	5.3	5.1
65	Teaching Loads	5.2	5.3	5.1	5.3	** 4.3	5.1	5.1
92	Characteristics of Administration	5.2	5.2	5.1	5.2	** 4.8	5.2	5.1

[1] Factor numbers correspond to those in data-gathering instrument. (See Appendix)

[2] See Table 1 for definitions of motivation factors.

[3] Sum of respondents in each classification exceeds total N as numerous respondents checked more than one classification.

*Significant at .05 level from mean of all respondents

**Significant at .01 level from mean of all respondents

Table 10 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Teaching Under-grad. N = 443	Teaching Grad. Students N = 92	Teaching Grads. & Under-grad. N = 306	Research N = 55	Teaching & Administration N = 210	Teaching & Research N = 190
69	Determination of Courses to be Taught	5.2	5.2	5.3	5.3	5.2	5.0*	5.2
21	Secretarial and Clerical Service	5.1	5.1	5.3	5.1	5.1	5.2	5.2
3	Office Space and Equipment	5.2	5.2	5.1	5.2	4.9	5.2	5.2
36	Faculty Retirement	5.2	5.3	5.2	5.2	5.0	5.3	5.0*
37	Faculty Hospitilization Plan	5.1	5.3**	5.0	5.1	5.1	5.1	5.0
32	Sabbatical Leaves of Absence	4.9	5.1	5.1	5.1	4.7	5.0	5.0
42	Faculty Travel Funds	5.1	5.1	5.0	5.1	4.8	5.2	5.1
70	Method of Selecting Department Chairman	4.9	4.9	5.0	5.0	5.1	4.8	4.5
16	Research Facilities	4.9	4.6**	5.0	4.8	5.4**	4.8	5.3**
35	Faculty Tenure	5.0	5.2	5.0	5.0	4.8	4.9	4.9
7	Classrooms and Laboratories	5.0	5.1*	4.8*	5.0	4.7	5.1	4.7**
60	Faculty Participation in Policy Formulation and Implementation	4.9	5.0	4.9	4.9	4.7	4.8	4.8
54	Organizational Lines	4.8	4.9	4.7	4.9	4.4*	5.0	4.5**
38	Life and Health Insurance Plan	4.9	5.0	4.9	4.9	4.9	4.9	4.7
91	Location of Institution	4.9	5.0	5.0	4.9	4.7	4.9	4.9

Table 10 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Teaching Under-grad. N = 443	Teaching Grad. Students N = 92	Teaching Grads. & Under-grad. N = 306	Research N = 55	Teaching & Administration N = 210	Teaching & Research N = 190
14	Faculty Telephones	4.9	5.0	4.8	4.9	4.5	5.0	4.6**
67	Class Size	4.8	5.0**	4.6	4.8	4.6	4.7	4.5**
74	Organizational Communications	4.7	4.8	4.7	4.8	4.5	4.8	4.4**
90	Characteristics of Faculty	4.7	4.8	5.1*	4.7	4.8	4.6	4.9
2	Parking Facilities	4.8	4.8	4.6	4.8	4.6	4.8	4.7
43	Release from Teaching Assignment	4.7	4.6	4.9	4.6	4.6	4.7	4.7
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.7	4.7	4.5	4.7	4.6	4.7
81	Health Provisions	4.6	4.7	4.6	4.7	4.4	4.7	4.4
6	Teaching Aids	4.6	4.7*	4.1**	4.5	4.2*	4.7	4.3**
46	Summer School Teaching	4.7	5.0**	4.2**	4.9*	3.8**	4.7	4.0**
68	Class Hours	4.6	4.7	4.7	4.8*	4.4	4.3**	4.3**
22	Student Assistants	4.5	4.4	4.3	4.5	4.2	4.6	4.6
75	Student Counselling and/or Registration	4.4	4.6*	4.3	4.4	3.6**	4.6	3.9**
53	Sponsored Programs	4.4	4.5	4.2	4.5	4.2	4.5	4.1*
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.5*	3.9	4.2	3.7*	4.5*	3.9**
66	Classroom Assignment	4.3	4.5**	4.0	4.4	3.7**	4.3	3.9**
45	Faculty Consulting Activity	4.4	4.3	4.5	4.4	4.4	4.5	4.2

Table 10 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	Teaching Under-grad. N=443	Teaching Grad. Student N=92	Teaching Grads & Under-grad. N=306	Research N=55	Teaching & Administration N=210	Teaching & Research N=190
23	Janitorial Services	4.2	** 4.5	3.9	4.2	** 3.7	4.4	** 3.8
71	Method of Selecting Committee Members	4.2	* 4.4	4.0	4.1	** 3.7	4.3	4.0
34	Leaves of Absence without Pay	4.3	4.3	4.2	4.3	4.0	4.1	4.3
61	Faculty Participation in Budget Development	4.1	** 4.3	* 3.6	4.0	3.9	3.9	3.9
73	Division of Academic Year	4.2	4.3	3.9	4.3	** 3.6	4.4	* 3.9
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	4.0	3.8	3.6	3.6	* 4.1	3.7
55	Moving Expenses	4.0	4.1	3.9	4.0	4.2	4.2	4.0
63	Faculty Participation in the Development of Building Programs	3.9	4.0	3.7	3.9	3.8	4.1	* 3.7
20	Medical Services for Faculty	4.0	4.1	4.0	3.9	3.8	4.0	3.9
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	** 4.2	3.5	3.6	* 3.2	4.0	** 3.3
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	3.9	3.6	3.8	3.5	3.9	** 3.4
80	Provision of Space and Facilities	3.8	3.8	3.7	3.8	3.9	3.9	3.9
11	A Convenient Faculty Lounge	3.7	3.9	3.8	3.7	** 3.1	3.9	** 3.3

Table 10 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Teaching Under-grad. N = 443	Teaching Grad. Students N = 92	Teaching Grads. & Under-grad. N = 306	Research N = 55	Teaching & Administration N = 210	Teaching & Research N = 190
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.5	3.2	3.7*	3.5	3.4	3.0**
10	A Private Faculty Dining Room	3.5	3.6	3.7	3.6	3.4	3.8*	3.4
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	3.6*	3.5	3.3	2.7**	3.6*	2.6**
1	Faculty Club	3.2	3.0	3.5	3.1	3.3	3.6	3.2

Table 11

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Function of Respondent)

Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N = 1175[3]	Teaching Under-grad. N = 443	Teaching Grad. N = 92	Teaching Grads & Under-grad. N = 306	Research N = 55	Teaching & Administration N = 210	Teaching & Research N = 190
1	Faculty Club	3.4	3.3	3.6*	3.3	3.4	3.7**	3.2
2	Parking Facilities	4.7	4.7	4.5	4.9*	4.7	4.7	4.6
3	Office Space and Equipment	5.2	5.3	5.1	5.3	5.0	5.3	5.2
4	Library Facilities and Services for Students	516	5.6	5.3**	5.6	5.5	5.6	5.4*
5	Library Facilities and Services for Your Use	5.5	5.5	5.4	5.5	5.7	5.5	5.5
6	Teaching Aids	4.7	4.9**	4.3**	4.6	4.3*	4.8	4.4**
7	Classrooms and Laboratories	5.0	5.1*	4.9	5.0	4.8	5.1	4.7**
10	A Private Faculty Dining Room	3.5	3.6	3.6	3.6	3.5	3.8*	3.3
11	A Convenient Faculty Lounge	3.7	3.8	3.8	3.8	3.2*	4.0*	3.3**

[1] Factor numbers correspond to those in data-gathering instrument.

[2] See Table 1 for definitions of motivation factors.

[3] Sum of respondents in each classification exceeds total N as numerous respondents checked more than one classification.

*Significant at .05 level from the mean of all respondents.

**Significant at .01 level from the mean of all respondents.

Table 11 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	Teaching Under-grad. N=443	Teaching, Grad N=92	Teaching, Grads & Under-grad. N=306	Research N=55	Teaching & Adm. N=210	Teaching & Research N=190
14	Faculty Telephones	4.9	4.9	4.9	4.8	** 4.4	5.0	4.7
16	Research Facilities	5.2	** 5.0	5.3	5.2	5.5	5.1	** 5.5
20	Medical Services for Faculty	3.9	4.0	3.8	4.0	3.7	4.0	3.6
21	Secretarial and Clerical Service	5.3	5.3	5.4	5.3	5.2	5.4	5.3
22	Student Assistants	4.6	4.5	4.4	4.7	* 4.2	4.7	4.6
23	Janitorial Services	4.3	** 4.5	4.1	4.3	** 3.8	4.5	** 3.8
30	Faculty Promotions in Academic Rank	5.5	5.5	5.5	5.4	* 5.2	5.5	* 5.3
31	Individual Raises in Salary	5.4	5.5	5.3	5.4	** 5.0	5.4	5.3
32	Sabbatical Leaves of Absence	5.0	5.1	5.0	5.0	** 4.5	4.9	4.9
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.7	4.5	4.5	4.7	4.4	4.6
34	Leaves of Absence without Pay	4.2	4.1	4.2	4.2	3.9	4.1	4.2
35	Faculty Tenure	4.9	* 5.0	4.7	4.8	4.7	4.8	4.7
36	Faculty Retirement	5.1	5.1	5.1	5.0	4.9	5.2	4.9
37	Faculty Hospitalization Plan	5.1	** 5.2	5.0	4.9	5.1	5.1	5.0
38	Life and Health Insurance Plan	4.8	5.0	4.9	4.7	4.9	4.9	4.7
39	Waiver of Tuition Fees for Faculty Dependents	4.3	4.4	4.2	4.1	3.9	* 4.6	4.0

Table 11(Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Teaching Under-grad. N = 443	Teaching Grad. N = 92	Teaching Grads & Under-grad. N = 306	Research N = 55	Teaching & Adm. N = 210	Teaching & Research N = 190
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	4.1	4.1	3.8*	4.0	4.3	4.1
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	4.2**	3.5*	3.6	3.4	4.0	3.5*
42	Faculty Travel Funds	5.0	5.1	5.0	5.0	4.9	5.1	5.0
43	Release from Teaching Assignment	4.6	4.6	4.8	4.5	4.8	4.6	4.7
45	Faculty Consulting Activity	4.2	4.1	4.4*	4.2	4.1	4.4*	4.1
46	Summer School Teaching	4.4	4.7**	3.8**	4.6	3.0**	4.5	3.8**
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.7**	3.6	3.4	2.8**	3.6	2.7**
51	Academic Freedom	5.5	5.5	5.4	5.5	5.3	5.3*	5.5
53	Sponsored Programs	4.6	4.7*	4.3**	4.6	4.4	4.7	4.3**
54	Organizational Lines	5.0	5.1	4.8	5.1	4.5**	5.1	4.6**
55	Moving Expenses	4.1	4.1	3.9	4.1	4.1	4.3	3.9
60	Faculty Participation in Policy Formulation and Implementation	5.1	5.1	5.1	5.0	4.9	4.9	5.0
61	Faculty Participation in Budget Development	4.2	4.5**	3.7**	4.1	4.1	3.9*	4.0

Table 11 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	Teaching Under-grad. N=443	Teaching Grad. N=92	Teaching Grads & Under-grads N=306	Research N=55	Teaching & Adm. N=210	Teaching & Research N=190
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	4.1*	3.6	3.9	3.7	3.9	3.6*
63	Faculty Participation in the Development of Building Programs	4.1	4.2	3.8*	4.0	4.0	4.1	3.9
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	3.6	3.1**	3.8*	3.4	3.4	3.1**
65	Teaching Loads	5.3	5.4	5.2	5.4	4.7**	5.2	5.3
66	Classroom Assignment	4.2	4.5**	4.0	4.3	3.8	4.1	3.8**
67	Class Size	4.8	5.1**	4.7	4.8	4.7	4.7	4.6*
68	Class Hours	4.5	4.6	4.7	4.6	4.4	4.2*	4.1**
69	Determination of Courses to be Taught	5.2	5.3	5.2	5.2	5.2	5.0**	5.2
70	Method of Selecting Department Chairman	5.0	5.0	5.0	5.1	5.0	4.9	5.0
71	Method of Selecting Committee Members	4.3	4.5*	4.0	4.2	3.7**	4.3	4.1
72	Salary Continuation During Disability of Faculty Member	5.3	5.4	5.3	5.3	5.2	5.3	5.1*
73	Division of Academic Year	4.0	4.1	3.7	4.2	3.5*	4.1	3.6**
74	Organizational Communications	4.8	4.9	4.7	4.9	4.5*	4.9	4.4**

Table 11(Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Teaching Under-grad. N = 443	Teaching Grad. N = 92	Teaching Grads & Under-grad. N = 306	Research N = 55	Teaching & Adm. N = 210	Teaching & Research N = 190
75	Student Counseling and/or Registration	4.6	4.8*	4.5	4.7	4.0**	4.8	4.2**
80	Provision of Space and Facilities	3.7	3.8	3.6	3.7	3.8	3.7	3.8
81	Health Provisions	4.5	4.7	4.4	4.6	4.4	4.5	4.3
90	Characteristics of Faculty	4.8	4.8	5.0	4.8	4.9	4.7	4.9
91	Location of Institution	4.8	4.8	5.0	4.8	4.5	4.7	4.7
92	Characteristics of Administration	5.3	5.4	5.2	5.3	4.9**	5.3	5.2

Table 12

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR BELIEVE THEY WOULD DERIVE FROM THE EXISTENCE OF THE STIPULATED FACTOR

(Classified by Type of Institution)

Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N = 1175[3]	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Precominately Negro N = 15
51	Academic Freedom	5.4	5.4	5.5	5.4	5.3	5.3
4	Library Facilities and Services for Students	5.3	5.3	5.3	5.4	5.2	5.5
5	Library Facilities and Services for Your Use	5.2	5.2	5.2	5.2	4.9	5.4
31	Individual Raises in Salary	5.2	5.2	5.2	5.1	5.4	5.3
30	Faculty Promotions in Academic Rank	5.1	5.1	5.1	5.1	5.2	5.3
72	Salary Continuation During Disability of Faculty Member	5.3	5.2	5.3	5.2	5.4	5.2
67	Teaching Loads	5.2	5.2	5.1	5.2	5.3	5.5
92	Characteristics of Administration	5.2	5.2	5.1	5.0	5.3	5.4
69	Determination of Courses to be Taught	5.2	5.2	5.3	5.2	5.3	5.4
21	Secretarial and Clerical Services	5.1	5.2	5.1	4.9	5.3	5.6

[1] Factor numbers correspond to those in data-gathering instrument. (See Appendix)

[2] See Table 1 for definitions of motivation factors.

[3] Sum of respondents in each classification does not equal total N as some respondents failed to indicate "type of institution."

Table 12 (Cont.)

Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 1175	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Predominately Negro N = 15
3	Office Space and Equipment	5.2	5.2	5.1	5.2	5.2	5.2
36	Faculty Retirement	5.2	5.2	5.3	5.4	5.2	5.5
37	Faculty Hospitilization Plan	5.1	5.1	5.2	5.3	5.4	5.3
32	Sabbatical Leaves of Absence	4.9	5.1	4.9	5.1	5.3	5.6*
42	Faculty Travel Funds	5.1	5.1	5.0	5.1	4.7	5.7*
70	Method of Selecting Department Chairman	4.9	5.0	4.9	4.8	5.1	4.3*
16	Research Facilities	4.9	4.9	4.9	4.7	4.8	5.0
35	Faculty Tenure	5.0	5.0	5.1	5.1	4.9	5.8*
7	Classrooms and Laboratories	5.0	5.0	4.9	5.0	5.1	5.4
60	Faculty Participation in Policy Formulation and Implementation	4.9	4.9	4.9	4.9	4.6	4.9
54	Organizational Lines	4.8	4.9	4.6*	5.0	4.8	5.5*
38	Life and Health Insurance Plan	4.9	4.8	5.0	5.0	5.1	5.2
91	Location of Institution	4.9	4.9	5.0	4.9	4.5	5.2

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 12 (Cont.)

Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 1175[2]	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Predominately Negro N = 15
14	Faculty Telephones	4.9	4.8	4.8	5.0	4.9	5.0
67	Class Size	4.8	4.8	4.6*	4.9	5.0	5.3
74	Organizational Communications	4.7	4.7	4.6	4.8	4.9	4.8
90	Characteristics of Faculty	4.7	4.7	4.8	4.8	4.5	4.7
2	Parking Facilities	4.8	4.8	4.6*	4.8	4.5	5.3
43	Release from Teaching Assignment	4.7	4.6	4.7	4.6	4.2	5.4*
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.7	4.6	4.7	4.4	4.9
81	Health Provisions	4.6	4.6	4.6	4.7	4.5	5.0
6	Teaching Aids	4.6	4.6	4.4*	4.7	4.5	5.3*
46	Summer School Teaching	4.7	4.8	4.2**	4.8	4.9	5.0
68	Class Hours	4.6	4.6	4.6	4.5	5.3*	4.5
22	Student Assistants	4.5	4.5	4.3	4.5	4.8	4.7
75	Student Counselling and/or Registration	4.4	4.4	4.1**	4.6	4.5	4.9
53	Sponsored Programs	4.4	4.5	4.2*	4.4	3.8	4.9
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.0**	4.7**	4.7**	4.2	4.7
66	Classroom Assignment	4.3	4.3	4.1	4.5	4.2	5.2*
45	Faculty Consulting Activity	4.4	4.3	4.5	4.4	4.5	4.6
23	Janitorial Services	4.2	4.2	4.1	4.3	4.5	5.4**

Table 12 (Cont.)

Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 1175[2]	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Predominately Negro N = 15
71	Method of Selecting Committee Members	4.2	4.2	4.0	4.3	4.3	4.8
34	Leaves of Absence Without Pay	4.3	4.4	4.0	4.0	4.3	4.2
61	Faculty Participation in Budget Development	4.1	4.2	3.9*	4.0	4.0	5.5**
73	Division of Academic Year	4.2	4.1	4.1	4.4	4.3	4.2
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	3.5**	4.4**	4.4	3.8	3.7
55	Moving Expenses	4.0	4.1	4.0	4.1	3.7	4.4
63	Faculty Participation in the Development of Building Programs	3.9	3.9	3.8	3.9	4.0	4.8*
20	Medical Services for Faculty	4.0	3.9	4.1	4.3	3.8	4.8
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.6	4.0	4.2*	3.6	3.6
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	3.8	3.7	3.8	4.1	5.1**
80	Provision of Space and Facilities	3.8	3.8	3.7	3.9	3.2	4.5
11	A Convenient Faculty Lounge	3.7	3.8	3.6	3.8	3.0*	5.1**
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.7*	3.0**	3.1	3.8	4.4*

Table 12 (Cont.)

Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 1175[3]	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Predominately Negro N = 15
10	A Private Faculty Dining Room	3.5	3.5	3.6	3.5	4.1	4.6*
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	3.4	3.2	3.4	3.2	4.1
1	Faculty Club	3.2	3.1	3.4*	3.2	2.8	3.4

Table 13

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Type of Institution)

Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N = 1175[3]	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Predominately Negro N = 15
1	Faculty Club	3.4	3.3	3.5	3.2	2.9	3.4
2	Parking Facilities	4.7	4.8	4.6	4.6	4.9	5.2
3	Office Space and Equipment	5.2	5.3	5.2	5.3	5.4	5.5
4	Library Facilities and Services for Students	5.6	5.6	5.6	5.6	5.5	5.8
5	Library Facilities and Services for Your Use	5.5	5.5	5.5	5.5	5.5	5.5
6	Teaching Aids	4.7	4.7	4.6	4.7	4.5	5.5*
7	Classrooms and Laboratories	5.0	5.0	5.0	5.0	5.3	5.6
10	A Private Faculty Dining Room	3.5	3.5	3.6	3.6	4.1	4.9**
11	A Convenient Faculty Lounge	3.7	3.8	3.6	3.8	3.3	4.9**
14	Faculty Telephones	4.9	4.9	4.8	5.0	4.8	5.1

[1] Factor numbers correspond to those in data-gathering instrument. (See Appendix)

[2] See Table 1 for definitions of motivation factors.

[3] Sum of respondents in each classification does not equal total N as some respondents failed to check "type of institution."

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 13 (Cont.)

Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 11753	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Predominately Negro N = 15
16	Research Facilities	5.2	5.2	5.1	5.2	5.4	5.6
20	Medical Services for Faculty	3.9	3.8	4.1	4.2	3.6	4.7
21	Secretarial and Clerical Service	5.3	5.3	5.3	5.1**	5.5	5.9**
22	Student Assistants	4.6	4.6	4.4*	4.6	5.0	5.0
23	Janitorial Services	4.3	4.3	4.2	4.4	4.3	5.3**
30	Faculty Promotions in Academic Rank	5.5	5.5	5.4	5.4	5.4	5.8
31	Individual Raises in Salary	5.4	5.4	5.4	5.3	5.7	5.8
32	Sabbatical Leaves of Absence	5.0	5.0	4.9	5.1	5.1	5.7*
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.6	4.5	4.5	4.4	5.7**
34	Leaves of Absence without Pay	4.2	4.2	4.1	3.9	4.1	4.3
35	Faculty Tenure	4.9	4.8	4.9	4.9	4.9	5.5
36	Faculty Retirement	5.1	5.0	5.1	5.3	5.3	5.3
37	Faculty Hospitilization Plan	5.1	5.0	5.2	5.2	5.3	5.4
38	Life and Health Insurance Plan	4.8	4.7	5.1**	4.9	5.1	5.1
39	Waiver of Tuition Fees for Faculty Dependents	4.3	4.1	4.5	4.6	4.0	4.6

Table 13 (Cont.)

Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 1175[3]	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Predominately Negro N = 25
40	Tuition Grants for Faculty Children Attending Other Schools	4.1	3.8*	4.5**	4.4	3.8	3.6
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.8	4.0	4.2	3.5	3.6
42	Faculty Travel Funds	5.0	5.0	5.0	5.1	4.5*	5.4
43	Release from Teaching Assignment	4.6	4.6	4.6	4.5	4.2	5.1
45	Faculty Consulting Activity	4.2	4.2	4.3	4.2	3.8	4.6
46	Summer School Teaching	4.4	4.6	4.0**	4.4	4.2	4.8
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.5	3.2*	3.5	3.7	4.5*
51	Academic Freedom	5.5	5.4	5.6	5.5	5.5	5.7
53	Sponsored Programs	4.6	4.6	4.4	4.5	4.1	5.1
54	Organizational Lines	5.0	5.1	4.8**	5.3	4.9	5.6
55	Moving Expenses	4.1	4.0	4.1	4.3	4.0	4.4
60	Faculty Participation in Policy Formulation and Implementation	5.1	5.0	5.1	5.1	5.0	5.5
61	Faculty Participation in Budget Development	4.2	4.3	3.9*	4.1	4.4	5.5**
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	3.9	3.8	4.0	4.0	5.0*

Table 13 (Cont.)

Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 1175[2]	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Predominately Negro N = 15
63	Faculty Participation in the Development of Building Programs	4.1	4.1	4.0	4.1	4.4	5.0*
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	3.7*	3.0**	3.3	3.8	4.3
65	Teaching Loads	5.3	5.3	5.2	5.4	5.5	5.5
66	Classroom Assignment	4.2	4.2	4.0*	4.4	4.3	5.1*
67	Class Size	4.8	4.9	4.7*	4.9	5.2	5.3
68	Class Hours	4.5	4.5	4.4	4.4	4.9	4.5
69	Determination of Courses to be Taught	5.2	5.2	5.3	5.3	5.4	5.2
70	Method of Selecting Department Chairman	5.0	5.1	4.9	4.8	5.3	4.8
71	Method of Selecting Committee Members	4.3	4.3	4.1	4.3	4.5	4.9
72	Salary Continuation During Disability of Faculty Member	5.3	5.3	5.3	5.2	5.4	5.6
73	Division of Academic Year	4.0	4.0	3.9	4.1	4.3	3.8
74	Organizational Communications	4.8	4.9	4.7	4.9	4.9	5.0
75	Student Counselling and/or Registration	4.6	4.7	4.3**	4.9**	4.8	5.1
80	Provisions for Space and Facilities	3.7	3.7	3.7	3.9	3.2	4.1
81	Health Provisions	4.5	4.5	4.6	4.5	4.4	4.8

Table 13 (Cont.)

Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 1175[3]	State Institutions N = 753	Private Institutions N = 227	Denominational Institutions N = 102	City Institutions N = 25	Predominately Negro N = 15
90	Characteristics of Faculty	4.8	4.8	4.9	4.7	4.5	5.1
91	Location of Institution	4.8	4.8	4.8	4.7	4.7	5.3
92	Characteristics of Administration	5.3	5.4	5.2*	5.2	5.5	5.6

Table 14

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR BELIEVE THEY WOULD DERIVE FROM THE EXISTENCE OF THE STIPULATED FACTOR

(Classified by Size of Institution)

Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N = 1175[3]	Under 1,000 N = 51	1,001 - 3,00 N = 225	3,001 - 6,000 N = 176	6,001 - 10,000 N = 242	10,001 - 17,000 N = 252	Over 17,000 N = 194
51	Academic Freedom	5.4	5.6	5.4	5.5	5.4	5.4	5.3
4	Library Facilities and Services for Students	5.3	5.4	5.4*	5.4	5.2	5.2	5.2
5	Library Facilities and Services for Your Use	5.2	5.3	5.2	5.2	5.1	5.2	5.2
31	Individual Raises in Salary	5.2	5.3	5.3	5.3	5.1	5.2	5.2
30	Faculty Promotions in Academic Rank	5.1	5.3	5.2	5.1	5.2	5.2	5.0
72	Salary Continuation During Disability of Faculty Member	5.3	5.4	5.4*	5.2	5.2	5.2	5.1
65	Teaching Loads	5.2	5.4	5.2	5.3	5.3	5.2	5.1
92	Characteristics of Administration	5.2	5.2	5.2	5.2	5.3	5.2	5.0**

[1] Factor numbers correspond to those in data-gathering instrument. (See Appendix)

[2] See Table 1 for definitions of motivation factors.

[3] Sum of respondents in each classification does not equal total N as some respondents failed to check "size of institution."

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 14 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Under 1,000 N = 51	1,001 - 3,000 N = 225	3,001 - 6,000 N = 176	6,001 - 10,000 N = 245	10,000 - 17,000 N = 252	Over 17,000 N = 194
69	Determination of Courses to be Taught	5.2	5.5	5.3	5.2	5.2	5.2	5.2
21	Secretarial and Clerical Service	5.1	4.9	5.2	5.1	5.2	5.2	5.1
3	Office Space and Equipment	5.2	5.3	5.2	5.2	5.2	5.1	5.1
36	Faculty Retirement	5.2	5.5*	5.4*	5.2	5.2	5.2	5.0**
37	Faculty Hospitilization Plan	5.1	5.3	5.4	5.0	5.2	5.1	4.8
32	Sabbatical Leaves of Absence	5.0	5.2	5.0	5.2	5.0	5.0	5.0
42	Faculty Travel Funds	5.1	5.1	5.2	5.2	5.1	5.1	5.9**
70	Method of Selecting Department Chairman	4.9	5.0	5.0	4.9	4.9	4.0	4.9
16	Research Facilities	4.9	4.4**	4.8	4.9	4.9	4.9	4.9
35	Faculty Tenure	5.0	5.3	5.2	5.1	5.0	5.1	4.6**
7	Classrooms and Laboratories	5.0	5.1	5.1	5.1	5.1	4.9	4.8**
60	Faculty Participation in Policy Formulation and Implementation	4.9	5.2	5.0	4.9	4.8	4.9	4.7*
54	Organizational Lines	4.8	5.1	5.0	5.0	4.9	4.8	4.5**
38	Life and Health Insurance Plan	4.9	4.9	5.1**	4.8	5.0	4.9	4.6**
91	Location of Institution	4.9	5.0	5.0	4.9	5.0	4.8	4.8

Table 14 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Under 1,000 N = 51	1,001 - 3,000 N = 225	3,001 - 6,000 N = 176	6,001 - 10,000 N = 242	10,000- 17,000 N = 252	Over 17,000 N = 194
14	Faculty Telephones	4.9	5.1	5.0	4.9	4.8	4.9	4.7
67	Class Size	4.8	5.0	4.8	4.9	4.9	4.8	4.5**
74	Organizational Communications	4.7	5.0	4.8	4.9	4.7	4.7	4.4**
90	Characteristics of Faculty	4.7	4.8	4.7	4.7	4.8	4.8	4.8
2	Parking Facilities	4.8	4.8	4.7	4.9	5.0	4.7	4.6
43	Release from Teaching Assignment	4.7	4.5	4.7	4.7	4.7	4.6	4.5
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.6	4.7	4.7	4.6	4.6	4.6
81	Health Provisions	4.6	4.9**	4.5	4.5	4.5	4.7	4.3**
6	Teaching Aids	4.6	4.8	4.8**	4.8*	4.5	4.5	4.3**
46	Summer School Teaching	4.7	4.7	4.7	5.0**	4.8	4.5	4.3**
68	Class Hours	4.6	4.5	4.7	4.7	4.7	4.5	4.4**
22	Student Assistants	5.1	5.1	5.2	5.2	5.1	5.1	4.9**
75	Student Counselling and/or Registration	4.4	4.7	4.5	4.5	4.5	4.3	4.0**
53	Sponsored Programs	4.4	4.7	4.4	4.5	4.4	4.4	4.2*
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.7	4.7**	4.5	4.2	4.0	3.8**
66	Classroom Assignment	4.3	4.6	4.6*	4.5	4.4	4.1	3.8**
45	Faculty Counsulting Activity	4.4	4.5	4.4	4.3	4.5	4.4	4.2

Table 14 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Under 1,000 N = 51	1,001 - 3,000 N = 225	3,001 - 6,000 N = 176	6,001 - 10,000 N = 242	10,000 - 17,000 N = 252	Over 17,000 N = 194
23	Janitorial Services	4.2	4.6	4.5**	4.4	4.3	4.0*	3.8**
71	Method of Selecting Committee Members	4.2	4.5	4.4*	4.3	4.0	4.2	4.0*
34	Leaves of Absence without Pay	4.3	4.3	4.3	4.3	4.3	4.2	4.3
61	Faculty Participation in Budget Development	4.1	4.0	4.3	4.3	3.9	4.1	3.9
73	Division of Academic Year	4.2	4.5	4.5*	4.3	4.1	4.2	3.8**
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	4.2	4.3**	4.0	3.7	3.6	3.4**
55	Moving Expenses	4.0	4.2	4.0	4.1	4.0	4.2	3.9
63	Faculty Participation in the Development of Building Programs	3.9	4.5**	4.2*	4.1	4.0	3.9	3.3**
20	Medical Services for Faculty	4.0	4.3	4.2*	4.0	3.9	4.0	3.6**
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	4.1	4.3**	4.2**	3.7	3.5	3.1**
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	3.7	4.0*	4.0	3.8	3.6	3.4**
80	Provision of Space and Facilities	3.8	3.7	3.9	3.8	3.8	3.9	3.6
11	A Convenient Faculty Lounge	3.7	4.2*	3.8	3.8	3.8	3.6	3.5

Table 14 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Under 1,00 N = 51	1,001 - 3,000 N = 225	3,001 - 6,000 N = 176	6,001 - 10,000 N = 242	10,000 - 17,000 N = 252	Over 17,000 N = 194
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.2	3.2	3.6	3.6	3.7	3.1*
10	A Private Faculty Dining Room	3.5	3.8	3.7	3.5	3.6	3.4	3.5
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	3.2	3.4	3.4	3.6*	3.4	2.8**
1	Faculty Club	3.2	3.1	3.2	3.3	3.2	3.2	3.0

Table 15

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR (Classified by Size of Institution)

			Enrollment					
Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N = 1175[3]	Under 1,000 N = 51	1,001 - 3,000 N = 225	3,001 - 6,000 N = 176	6,001 - 10,000 N = 242	10,001 - 17,000 N = 252	Over 17,000 N = 194
1	Faculty Club	3.4	3.1	3.4	3.3	3.4	3.5	3.4
2	Parking Facilities	4.7	4.8	4.7	4.8	4.9	4.8	4.5*
3	Office Space and Equipment	5.2	5.6*	5.3	5.3	5.3	5.2	5.1*
4	Library Facilities and Services for Students	5.6	5.6	5.6	5.6	5.6	5.5	5.5
5	Library Facilities and Services for Your Use	5.5	5.5	5.5	5.4	5.5	5.5	5.5
6	Teaching Aids	4.7	4.8	5.0**	4.9*	4.7	4.6	4.3**
7	Classrooms and Laboratories	5.0	5.1	5.2	5.2*	5.1	5.0	4.8**
10	A Private Faculty Dining Room	3.5	3.8	3.7	3.5	3.5	3.5	3.4
11	A Convenient Faculty Lounge	3.7	4.1	3.8	3.8	3.8	3.6	3.5

[1] Factor numbers correspond to those in data-gathering instruments. (See Appendix)

[2] See Table for definitions of motivation factors.

[3] Sum of respondents in each classification does not equal total N as some failed to check "size of institution."

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 15 (Cont.)

			Enrollment					
Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 1175[3]	Under 1,000 N = 51	1,001 - 3,000 N = 225	3,001 - 6,000 N = 176	6,001 - 10,000 N = 242	10,001 - 17,000 N = 252	Over 17,000 N = 194
14	Faculty Telephones	4.9	5.0	5.0	4.9	4.9	4.8	4.7
16	Research Facilities	5.2	5.0	5.1	5.2	5.2	5.2	5.3
20	Medical Services for Faculty	3.9	4.1	4.2*	4.0	4.0	3.8	3.5**
21	Secretarial and Clerical Service	5.3	5.1	5.4	5.3	5.3	5.3	5.3
22	Student Assistants	4.6	4.4	4.5	4.7	4.6	4.6	4.6
23	Janitorial Services	4.3	4.5	4.6**	4.6*	4.4	4.1*	3.8**
30	Faculty Promotions in Academic Rank	5.5	5.6	5.5	5.4	5.5	5.5	5.3
31	Individual Raises in Salary	5.4	5.6	5.5	5.5	5.4	5.4	5.3
32	Sabbatical Leaves of Absence	5.0	5.2	5.1	5.1	4.9	4.9	4.9
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.7	4.7	4.7	4.6	4.5	4.5
34	Leaves of Absence without Pay	4.2	4.2	4.2	4.2	4.2	4.1	4.1
35	Faculty Tenure	4.9	5.3	5.0	4.8	4.9	4.9	4.5**
36	Faculty Retirement	5.1	5.3	5.3*	5.0	5.0	5.1	4.8**
37	Faculty Hospitilization Plan	5.1	5.3	5.3**	4.9	5.2	5.0	4.7**
38	Life and Health Insurance Plan	4.8	5.0	5.1**	4.7	4.9	4.8	4.5**

Table 15(Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	Enrollment Under 1.000 N=51	1,001-3,000 N=225	3,001=6,000 N=176	6,001-10,000 N=242	10,001-17,000 N=252	Over 17,000 N=194
39	Waiver of tuition Fees for Faculty Dependents	4.3	4.6	4.6	4.4	4.3	4.1	4.0
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	4.3	4.4*	4.2	4.0	3.9	3.8
41	Tuition Waiver for Faculty Member and Spouse	3.8	4.0	4.2*	4.3	3.9	3.6*	3.3*
42	Faculty Travel Funds	5.0	5.1	5.1	5.0	5.1	5.0	4.8**
43	Release from Teaching Assignment	4.6	4.5	4.6	4.6	4.6	4.6	4.5
45	Faculty Consulting Activity	4.2	4.0	4.3	4.0	4.5*	4.3	3.9*
46	Summer School Teaching	4.4	4.0	4.5	4.8*	4.7	4.3	3.8**
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.6	3.5	3.5	3.6	3.4	3.1**
51	Academic Freedom	5.5	5.6	5.4	5.5	5.4	5.5	5.4
53	Sponsored Programs	4.6	5.1**	4.7	4.7	4.5	4.5	4.2**
54	Organizational Lines	5.0	5.3	5.1	5.1	5.0	5.0	4.7**
55	Moving Expenses	4.1	4.4	4.1	4.1	4.0	4.1	3.9
60	Faculty Participation in Policy Formulation and Implementation	5.1	5.3	5.2	5.0	4.9	5.1	5.0
61	Faculty Participation in Budget Development	4.2	4.2	4.4*	4.3	3.9*	4.2	4.1

Table 15 (Cont.)

			Enrollment					
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Under 1.000 N = 51	1,001 - 3,000 N = 225	3,001 - 6,000 N = 176	6,001 - 10,000 N = 242	10,000 - 17,000 N = 252	Over 17,000 N = 194
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	4.0	4.2*	4.0	3.9	3.8	3.5**
63	Faculty Participation in the Development of Building Programs	4.1	4.6*	4.5**	4.2	4.1	4.0	3.6**
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	3.3	3.3	3.6	3.7	3.7	3.3
65	Teaching Loads	5.3	5.6	5.3	5.3	5.4	5.3	5.2
66	Classroom Assignment	4.2	4.7*	4.5**	4.5	4.2	4.0*	3.8**
67	Class Size	4.8	5.1	4.9	4.9	5.0	4.8	4.6**
68	Class Hours	4.5	4.5	4.6	4.7	4.6	4.3	4.2
69	Determination of Courses to be Taught	5.2	5.6*	5.3	5.2	5.2	5.1	5.2
70	Method of Selecting Department Chairman	5.0	5.0	5.0	5.0	5.0	5.1	5.0
71	Method of Selecting Committee Members	4.3	4.5	4.5*	4.4	4.1	4.2	4.0*
72	Salary Continuation During Disability of Faculty Member	5.3	5.5	5.4	5.3	5.2	5.2	5.2
73	Division of Academic Year	4.0	4.3	4.2	4.1	4.0	3.9	3.7*
74	Organizational Communications	4.8	5.1	4.9	5.0*	4.8	4.8	4.6*

Table 15 (Cont.)

		Enrollment						
Factor Number	Motivation	All Respondents N = 1175	Under 1000 N = 51	1,001 - 3,000 N = 225	3,001 - 6,000 N = 176	6,001 - 10,000 N = 242	10,000 - 17,000 N = 252	Over 17,000 N = 194
75	Student Counselling and/or Registration	4.6	5.0	4.8	4.9*	4.6	4.6	4.1**
80	Provision of Space and Facilities	3.7	3.9	3.9	3.8	3.8	3.7	3.4*
81	Health Provisions	4.5	4.8	4.9**	4.5	4.5	4.5	4.1**
90	Characteristics of Faculty	4.8	4.9	4.8	4.8	4.8	4.8	4.8
91	Location of Institution	4.8	4.7	4.9	4.8	4.9	4.7	4.7
92	Characteristics of Administration	5.3	5.4	5.3	5.4	5.4	5.3	5.1**

Table 16

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR BELIEVE THEY WOULD DERIVE FROM THE EXISTENCE OF THE STIPULATED FACTOR

(Classified by Geographical Location)

Factor Number[1]	MOTIVATION[2] FACTOR	All Respondents N=1175[3]	Northwest N = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N - 139	South Central N = 84	Northeast N = 133	East Central N = 56	Southeast N = 167
51	Academic Freedom	5.4	5.4	5.4	5.5	5.4	5.3	5.4	5.4	5.5	5.3
4	Library Facilities and Services for Students	5.3	5.3	5.2	5.5*	5.2	5.2	5.3	5.3	5.1	5.4
5	Library Facilities and Services for Your Use	5.2	5.1	5.1	5.2	5.2	5.1	5.0	5.3	5.2	5.3
31	Individual Raises in Salary	5.2	5.1	5.2	5.3	5.2	5.1	5.3	5.1	5.2	5.4*
30	Faculty Promotions in Academic Rank	5.1	5.1	4.9*	5.2	5.2	4.9*	5.3	5.2	5.3	5.1
72	Salary Continuation During Disability of Faculty Member	5.3	5.2	5.1	5.2	5.2	5.3	5.3	5.3	5.4	5.4
65	Teaching Loads	5.2	5.1	5.1	5.3	5.1	5.2	5.1	5.2	5.2	5.3
92	Characteristics of Administration	5.2	5.2	5.2	5.3	5.0*	5.2	5.2	5.1	4.9*	5.3*
69	Determination of Courses to be Taught	5.2	5.4*	5.1	5.2	5.1*	5.2	5.1	5.4	5.3	5.2

[1] Factor numbers correpond to those in data-gathering instrument. (See Appendix)

[2] See Table 1 for definitions of motivation factors.

[3] Sum of respondents in each classification does not equal total N as some respondents failed to check "geographical location."

*Significant at .05 level from mean of all respondents.

Table 16 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Northwest 9 = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Central N = 84	Northeast N = 133	East Central N=56	Southeast N = 167
21	Secretarial and Clerical Services	5.1	5.1	5.0	5.2	4.9*	5.1	5.2	5.3	5.1	5.3*
3	Office Space and Equipment	5.2	5.1	5.1	5.3	5.1	5.2	5.2	5.1	5.1	5.2
36	Faculty Retirement	5.2	5.1	5.2	5.3	5.1	5.1	5.4	5.2	5.2	5.3
37	Faculty Hospitilization Plan	5.1	4.9*	5.0	5.2	5.0	5.1	5.3	5.1	5.3	5.2
32	Sabbatical Leaves of Absence	5.0	5.1	5.0	5.2	5.0	5.0	5.1	4.9	4.9	5.1
42	Faculty Travel Funds	5.1	5.2	5.1	5.1	5.1	5.0	5.1	4.8*	5.2	5.2
70	Method of Selecting Department Chairman	4.9	5.1	4.7	5.0	4.9	5.0	4.8	5.0	4.9	4.9
16	Research Ficilities	4.9	5.0	4.9	4.9	4.8	4.9	4.7	4.5	4.5*	4.9
35	Faculty Tenure	5.0	5.1	4.9	5.0	5.0	4.7*	5.2	5.2	4.9	5.1
7	Classrooms and Laboratories	5.0	5.0	5.0	5.0	5.0	4.9	5.0	4.8	4.8	5.3**
60	Faculty Participation in Policy Formulation and Implementation	4.9	4.7	4.9	4.9	4.8	4.9	4.9	5.0	4.8	4.9
54	Organizational Lines	4.8	4.7	4.7	4.9	4.8	4.7	4.8	4.7	4.7	5.2**

**Significant at .01 level from mean of all respondents.

Table 16 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Northwest N = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Central N = 84	Northeast N = 133	East Central N = 56	Southeast N = 167
38	Life and Health Insurance Plan	4.9	4.7	4.8	5.0	4.6**	4.8	4.9	5.1	5.2	4.1
91	Location of Institution	4.9	5.2*	5.2*	4.9	4.9	4.9	4.7	4.9	4.7	4.9
14	Faculty Telephones	4.9	4.7	5.0	4.9	4.9	4.8	4.8	4.7	5.0	5.0
67	Class Size	4.8	4.8	4.8	4.8	4.8	4.9	4.9	4.5	4.7	4.9
74	Organizational Communications	4.7	4.7	4.5	4.9	4.6	4.6	4.6	4.7	4.5	4.9*
90	Characteristics of Faculty	4.7	4.7	4.7	4.9	4.8	4.7	4.7	4.7	4.6	4.8
2	Parking Facilities	4.8	4.5*	4.6	4.8	4.7	4.8	5.0	4.7	4.6	5.1*
43	Release from Teaching Assignment	4.7	4.7	4.6	4.6	4.6	4.7	4.5	4.7	4.4	4.9
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.8	4.5	4.6	4.6	4.6	4.9	4.6	4.8	4.7
81	Health Provisions	4.6	4.7	4.5	4.7	4.4*	4.7	4.6	4.7	4.4	4.8
6	Teaching Aids	4.6	4.7	4.6	4.6	4.4	4.5	4.6	4.3	4.5	4.9**
46	Summer School Teaching	4.7	4.7	4.5	4.7	4.6	4.7	4.5	4.1**	4.6	5.1**
68	Class Hours	4.6	4.8	4.7	4.7	4.4	4.8	4.6	4.3*	4.5	4.6
22	Student Assistants	5.1	5.2	5.1	5.1	5.1	5.0	5.1	4.8*	5.2	5.2
75	Student Counselling and/or Registration	4.4	4.2	4.2	4.7*	4.3	4.4	4.5	4.0**	4.1	4.6*
53	Sponsored Programs	4.4	4.1*	4.2	4.6	4.4	4.5	4.4	3.9**	4.6	4.7**

Table 16

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Northwest 9 = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Carolina N = 84	Northeast N = 133	East Central N = 56	Southeast N = 167
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.2	3.9	4.1	4.2	4.1	4.2	4.5	4.6	4.4
66	Classroom Assignment	4.3	4.3	4.2	4.4	4.2	4.3	4.5	4.0*	4.1	4.6*
45	Faculty Consulting Activity	4.4	4.5	4.5	4.4	4.2	4.3	4.4	4.2	4.3	4.5
23	Janitorial Services	4.2	4.0	4.1	4.2	4.0*	4.1	4.4	4.2	4.2	4.8**
71	Method of Selecting Committee Members	4.2	4.2	4.0	4.4	4.2	4.3	4.1	4.1	3.9	4.4
34	Leaves of Absence without Pay	4.3	4.6*	4.5	4.3	4.0	4.4	4.6	4.0	4.2	4.1
61	Faculty Participation in Budget Development	4.1	4.2	3.9	4.3	3.9	4.2	4.2	3.8	3.9	4.2
73	Division of Academic Year	4.2	3.9	4.3	4.5*	4.0	4.1	4.2	4.0	4.0	4.3
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	3.6	3.5	3.5*	4.0	3.7	3.7	4.5**	4.3	3.9
55	Moving Expenses	4.0	4.1	4.1	4.2	3.9	4.5**	4.2	3.7*	3.6	3.9
63	Faculty Participation in the Development of Building Programs	3.9	3.9	4.3	4.5*	4.0	4.1	4.2	4.0	4.0	4.3

Table 16 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Northwest N = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Central N = 84	Northeast N = 133	East Central N = 56	Southeast N = 167
20	Medical Services for Faculty	4.0	4.3*	3.9	4.0	3.6*	4.1	4.1	3.9	4.1	4.0
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.9	3.7	3.8	3.5	3.8	4.0	3.5	4.1	3.9
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	3.6	3.8	4.0	3.3**	3.8	4.1	3.6	3.5	4.1**
80	Provision of Space and Facilities	3.8	3.7	3.6	3.9	3.5	4.1	3.9	3.7	3.3*	4.1
11	A Convenient Faculty Lounge	3.7	3.5	3.6	3.9	3.7	3.6	3.9	3.6	3.9	4.3*
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.4	3.1	3.6	3.2	3.5	3.5	3.2	3.1	3.9**
10	A Private Faculty Dining Room	3.5	3.4	3.4	3.6	3.3	3.5	3.8	3.8	3.3	3.7
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	3.5	3.4	3.5	3.1	3.3	3.6	2.9*	3.3	3.5
1	Faculty Club	3.2	2.9	3.0	3.2	3.1	3.0	3.3	3.4	3.1	3.3

Table 17

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Geographical Location)

Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N = 1175[3]	Northwest N = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Central N = 84	Northeast N = 133	East Central N = 56	Sousteast N = 167
1	Faculty Club	3.4	3.0	3.0	3.6	3.2	3.1	3.5	3.5	3.3	3.7*
2	Parking Facilities	4.7	4.5	4.5	4.8	4.6	4.8	4.8	4.8	4.8	4.9*
3	Office Space and Equipment	5.2	5.2	5.1	5.3	5.2	5.1	5.3	5.3	5.3	5.3
4	Library Facilities and Services for Students	5.6	5.6	5.5	5.6	5.6	5.6	5.6	5.6	5.6	5.6
5	Library Facilities and Services for Your Use	5.5	5.5	5.4	5.6	5.4	5.4	5.5	5.6	5.6	5.6
6	Teaching Aids	4.7	4.8	4.7	4.7	4.6	4.6	4.7	4.5	4.7	5.0**
7	Classrooms and Laboratories	5.0	5.1	5.0	5.0	5.1	4.9	5.1	5.0	4.8	5.2*
10	A Private Faculty Dining Room	3.5	3.3	3.2	3.7	3.2*	3.5	3.7	3.7	3.4	3.7

[1] Factor numbers correspond to tbse in data-gathering instrument. (See Appendix)

[2] See Table 1 for definitions of motivation factors.

[3] Sum of respondents in each classification does not equal total N as some failed to check "size of institution."

*Significant at .05 level from mean of all respondents.
**Significant at .01 level from mean of all respondents.

Table 17 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Northwest N = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Central N = 84	Northeast N = 133	East Central N = 56	Southeast N = 167
11	A Convenient Faculty Lounge	3.7	3.5	3.5	3.9	3.8	3.7	3.9	3.6	3.6	3.8
14	Faculty Telephones	4.9	4.8	5.0	4.9	4.8	4.8	4.8	4.8	5.0	5.0
16	Research Facilities	5.2	5.2	5.3	5.3	5.1	5.2	5.2	5.1	5.2	5.3
20	Medical Services for Faculty	3.9	4.1	3.9	4.0	3.4**	4.1	4.0	3.8	4.1	4.0
21	Secretarial and Clerical Services	5.3	5.1	5.2	5.3	5.2	5.2	5.3	5.4	5.4	5.5*
22	Student Assistants	4.6	4.8	4.5	4.8*	4.3*	4.6	4.6	4.4	4.8	4.6
23	Janitorial Services	4.3	4.1	4.1	4.3	4.2	4.1	4.5	4.1	4.4	4.8**
30	Faculty Promotions in Academic Rank	5.5	5.4	5.4	5.4	5.5	5.3	5.5	5.5	5.7	5.5
31	Individual Raises in Salary	5.4	5.4	5.4	5.4	5.4	5.3	5.5	5.3	5.4	5.5
32	Sabbatical Leaves of Absence	5.0	5.0	5.9	5.1	5.0	5.0	5.0	4.9	4.9	5.1
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.7	4.2**	4.5	4.5	4.5	4.8	4.6	4.8	4.7
34	Leaves of Absence without Pay	4.2	4.5	4.4	3.9	4.2	4.4	4.4	3.9	4.1	4.0
35	Faculty Tenure	4.9	4.9	4.6	4.8	4.8	4.6*	5.2*	5.0	4.8	5.0
36	Faculty Retirement	5.1	5.0	5.0	5.2	5.0	4.9	5.2	5.1	5.0	5.1

Table 17 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Northwest N = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Central N = 84	Northeast N = 133	East Central N = 56	Southeast N = 167
37	Faculty Hospitilization Plan	5.1	4.9	4.9	5.1	4.9	5.0	5.3*	5.1	5.3	5.2
38	Life and Health Insurande	4.8	4.7	4.7	4.9	4.6*	4.7	4.8	5.0	5.2*	4.9
39	Waiver of Tuitition Fees for Faculty Dependents	4.3	4.3	4.1	3.9*	4.3	4.2	4.4	4.3	4.5	4.6
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	3.8	3.9	3.7*	4.3	3.9	4.0	4.5*	4.6*	4.0
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	4.0	3.8	3.8	3.6	3.8	4.2	3.4	4.2	4.0
42	Faculty Travel Funds	5.0	5.1	5.1	5.1	4.9	4.9	5.1	4.8**	5.0	5.2*
43	Release from Teaching Assignment	4.6	4.7	4.5	4.5	4.4	4.6	4.6	4.6	4.5	4.9*
45	Faculty Consulting Activity	4.2	4.5	4.4	4.3	4.0	4.0	4.2	4.1	3.8	4.4
46	Summer School Teaching	4.4	4.4	4.4	4.5	4.4	4.4	4.7	3.6**	4.2	4.9**
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.6	3.4	3.5	3.1	3.5	3.8	3.1	3.6	3.6
51	Academic Freedom	5.5	5.5	5.6	5.5	5.5	5.3	5.5	5.4	5.6	5.4

Table 17 (cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Northwest N = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Central N = 84	Northeast N = 133	East Central N = 56	Southeast N = 167
53	Sponsored Programs	4.6	4.2*	4.4	4.6	4.5	4.6	4.7	4.3	4.6	4.9**
54	Organizational Lines	5.0	4.9	4.8	5.1	5.1	4.9	4.9	4.8	5.1	5.3**
55	Moving Expenses	4.1	4.3	4.0	4.2	3.8	4.4	4.1	3.9	3.8	4.0
60	Faculty Participation in Policy Formulation and Implementation	5.1	4.9	5.0	5.1	5.0	5.1	5.0	5.1	5.0	5.1
61	Faculty Participation in Budget Development	4.2	4.3	4.1	4.3	4.0	4.3	4.3	3.9*	4.1	4.2
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	3.7	3.9	4.1	3.5*	3.9	4.2	3.7	3.6	4.2
63	Faculty Participation in the Development of Building Programs	4.1	4.3	4.0	4.1	4.0	4.2	4.2	3.9	4.0	4.1
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	3.4	3.1*	3.7	3.3	3.7	3.8	3.2*	3.0	3.9*
65	Teaching Loads	5.3	5.3	5.3	5.4	5.2	5.3	5.2	5.3	5.4	5.3
66	Classroom Assignments	4.2	4.3	4.1	4.3	4.2	4.3	4.3	4.0	4.2	4.4

Table 17 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Northwest N = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Central N = 84	Northeast N = 133	East Central N = 56	Southeast N = 167
67	Class Size	4.8	4.8	4.8	4.9	4.9	5.0	4.9	4.7	4.7	4.9
68	Class Hours	4.5	4.6	4.3	4.6	4.4	4.7	4.4	4.2	4.3	4.5
69	Determination of Courses to be Taught	5.2	5.4	5.0	5.2	5.2	5.3	5.1	5.3	5.3	5.2
70	Method of Selecting Department Chairman	5.0	5.1	4.8	5.1	5.1	5.2	4.8	5.0	5.2	5.0
71	Method of Selecting Committee Members	4.3	4.2	4.0	4.4	4.4	4.3	4.1	4.1	4.3	4.4
72	Salary Continuation During Disability of Faculty Member	5.3	5.3	5.1	5.3	5.3	5.3	5.3	5.3	5.3	5.4
73	Division of Academic Year	4.0	3.5*	4.0	4.3*	3.8	4.0	4.0	3.8	4.1	4.2
74	Organizational Communications	4.8	4.7	4.7	5.0*	4.8	4.8	4.7	4.7	4.6	5.0
75	Student Counselling and/or Registration	4.6	4.5	4.4	4.9*	4.6	4.8	4.6	4.3**	4.6	4.7
80	Provision of Space and Facilities	3.7	3.8	3.7	3.8	3.5	4.0	3.7	3.6	3.4	3.9
81	Health Provisions	4.5	4.5	4.4	4.7	4.2*	4.6	4.5	4.5	4.4	4.7
90	Characteristics of Faculty	4.8	4.8	4.8	4.9	4.7	4.9	4.7	4.9	4.6	4.9

Table 17(Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Northwest N = 94	West Central N = 98	Southwest N = 188	North Central N = 170	Midcentral N = 139	South Central N = 84	Northeast N = 133	East Central N = 56	Southeast N = 167
91	Location of Institution	4.8	5.0	4.9	4.9	4.8	4.7	4.6	4.8	4.6	4.8
92	Characteristics of Administration	5.3	5.3	5.3	5.4	5.2	5.3	5.3	5.2	5.2	5.4

Table 18

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR BELIEVE THEY WOULD DERIVE FROM STIPULATED FACTORS

(Classified by Marital Status, Number of Children, and Sex)

			MARITAL STATUS		NUMBER OF CHILDREN					SEX	
Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N = 1175[3]	Married N = 998	Single N = 135	0 N = 482	1 N = 133	2 N = 299	3 N = 177	4+ N = 135	Male N = 967	Female N = 134
51	Academic Freedom	5.4	5.4	5.5	5.4	5.4	5.4	5.4	5.7	5.4	5.5
4	Library Facilities and Services for Students	5.3	5.3	5.4	5.3	5.3	.53	5.2	5.0	5.3	5.5*
5	Library Facilities and Services for Your Use	5.2	5.2	5.4	5.2	5.3	5.1	5.1	4.9	5.1	5.4*
31	Individual Raises in Salary	5.2	5.2	5.2	5.2	5.3	5.1	5.3	4.8*	5.2	5.4
30	Faculty Promotions in Academic Rank	5.1	5.2	5.1	5.1	5.1	5.1	5.2	5.1	5.1	5.1
72	Salary Continuation During Disability of Faculty Member	5.3	5.3	5.2	5.2	5.3	5.3	5.1	5.6	5.2	5.3

[1] Factors are listed in descending order of motivational influence.

[2] See Table 1 for definitions of motivational factors.

[3] Sum of respondents in each classification does not equal total N as some respondents did not check classification.

*Significant at the .05 level from mean of all respondents.

Table 18(Cont.)

			MARITAL STATUS		NUMBER OF CHILDREN					SEX	
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Married N = 998	Single N = 135	0 N = 482	1 N = 133	2 N = 299	3 N = 177	4+ N = 135	Male N = 967	Female N = 134
65	Teaching Loads	5.2	5.2	5.4	5.2	5.2	5.2	5.2	4.9	5.2	5.4*
92	Characteristics of Administration	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.3	5.2	5.4*
69	Determination of Courses to be Taught	5.2	5.2	5.3	5.2	t.3	5.2	5.1	5.3	5.2	5.4**
21	Secretarial and Clerical Service	5.1	5.1	5.2	5.1	5.2	5.2	5.3	4.8	5.1	5.2
3	Office Space and Equipment	5.2	5.2	5.1	5.2	5.2	5.1	5.1	5.0	5.2	5.2
36	Faculty Retirement	5.2	5.2	5.2	5.1	5.2	5.2	5.1	5.3	5.2	5.3
37	Faculty Hospitilization Plan	5.1	5.1	5.1	5.0	5.2	5.1	5.1	5.2	5.1	5.3
32	Sabbatical Leaves of Absence	4.9	5.0	5.2	5.1	5.1	4.9	4.9	4.5*	5.0	5.2*
42	Faculty Travel Funds	5.1	5.1	5.2	5.0	5.1	5.1	5.0	5.3	5.1	5.3*
70	Method of Selecting Department Chairman	4.9	4.9	5.1	4.8	5.0	5.1	5.0	5.0	4.9	5.2*
16	Research Facilities	4.9	4.9	4.9	4.8	4.9	4.8	4.9	4.9	4.9	4.8
35	Family Tenure	5.0	5.0	5.2	5.0	5.1	5.0	4.7*	5.0	5.0	5.3*

**Significant at the .01 level from mean of all respondents.

Table 18 (Cont.)

			MARITAL STATUS		NUMBER OF CHILDREN					SEX	
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Married N = 998	Single N =135	0 N = 482	1 N = 133	2 N = 299	3 N = 177	4+ N = 135	Male N = 967	Female N = 134
7	Classrooms and Laboratories	5.0	5.0	5.2*	5.1	5.0	4.9	4.8	4.7	5.0	5.3**
60	Faculty Participation in Policy Formulation and Implementation	4.9	4.9	5.1	4.9	5.0	4.9	4.7	4.9	4.8	5.2**
54	Organizational Lines	4.8	4.8	5.1**	4.9	4.8	4.8	4.9	4.8	4.8	5.2**
38	Life and Health Insurance Plan	4.9	4.9	4.9	4.7	5.0	4.9	4.8	5.1	4.9	5.1
91	Location of Institution	4.9	4.9	5.1	5.0	5.0	4.6**	5.0	5.0	4.9	5.1
14	Faculty Telephones	4.9	4.9	5.0	4.9	4.9	4.7	4.7	4.6	4.8	5.2**
67	Class Size	4.8	4.8	5.1**	4.8	4.9	4.8	4.8	4.9	4.7	5.3**
74	Organizational Communications	4.7	4.7	4.9	4.7	4.8	4.6	4.7	4.6	4.7	4.9
90	Characteristics of Faculty	4.7	4.7	4.9	4.7	4.7	4.7	4.9	4.8	4.7	4.9
2	Parking Facilities	4.8	4.8	5.1	4.9	4.7	4.7	4.7	4.6	4.7	5.4**
43	Release from Teaching Assignment	4.7	4.6	4.8	4.6	4.7	4.6	4.5	4.6	4.6	4.8
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.6	5.0**	4.6	4.5	4.6	4.6	4.7	4.6	4.8

Table 18 (Cont.)

			MARITAL STATUS		NUMBER OF CHILDREN					SEX	
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Married N = 998	Single N = 135	0 N = 482	1 N = 133	2 N = 229	3 N = 177	4+ N = 135	Male N = 967	Female N = 134
81	Health Provisions	4.6	4.6	4.6	4.5	4.7	4.6	4.7	4.8	4.6	4.7
6	Teaching Aids	4.6	4.5	4.9*	4.6	4.7	4.6	4.5	4.2*	4.5	5.2**
46	Summer School	4.7	4.6	4.9	4.3**	4.8	4.5	4.6	4.6	4.6	5.0**
68	Class Hours	4.6	4.6	4.9*	4.6	4.7	4.5	4.4	4.7	4.5	5.2**
22	Student Assistants	4.5	4.5	4.6	4.5	4.6	4.5	4.6	4.1	4.5	4.6
75	Student Counselling and/or Registration	4.4	4.3	4.7**	4.4	4.4	4.3	4.4	4.5	4.3	5.1**
53	Sponsored Programs	4.4	4.4	4.8**	4.5	4.4	4.3	4.1	4.4	4.3	4.9**
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.3	3.9	3.8*	4.4	4.6**	4.3	4.5	4.3	4.2
66	Classroom Assignment	4.3	4.3	4.6*	4.4	4.4	4.1	4.2	4.4	4.2	4.9**
45	Faculty Counsulting Activity	4.4	4.4	4.4	4.2	4.3	4.4	4.2	4.5	4.4	4.3
23	Janitorial Services	4.2	4.2	4.6**	4.4	4.2	4.0*	4.2	3.9	4.1	4.9**
71	Method of Selecting Committee Members	4.2	4.2	4.6**	4.3	4.2	4.0	4.4	4.0	4.1	4.7**
34	Leaves of Absence without Pay	4.3	4.2	4.6**	4.2	4.3	4.2	4.2	4.2	4.2	4.5

Table 18 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	MARITAL STATUS Married N = 998	Single N = 135	NUMBER OF CHILDREN 0 N = 482	1 N = 133	2 N = 229	3 N = 177	4+ N = 135	SEX Male N = 967	Single N = 967
61	Faculty Participation in Budget Development	4.1	4.0	4.5**	4.1	4.2	4.0	3.9	4.1	4.0	4.3
73	Division of Academic Year	4.2	4.1	4.6**	4.3	4.3	4.0	4.0	4.1	4.1	4.6**
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	4.0	3.0**	3.5*	4.1	4.5**	4.0	4.5**	3.9	3.3**
55	Moving Expenses	4.0	4.1	3.9	3.8	4.2	4.2	4.2	3.8	4.1	3.8
63	Faculty Participation in the Development of Building Programs	3.9	3.9	4.2	4.0	4.0	3.7	3.7	4.0	3.9	4.2*
20	Medical Services for Faculty	4.0	4.0	4.0	4.0	4.0	3.7	4.2	4.2	4.0	3.9
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.8	3.9	3.6	4.1*	3.8	3.5	4.6**	3.7	4.3**
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	3.7	4.0	3.9	3.7	3.7	3.5	3.7	3.7	4.0
80	Provision of Space and Facilities	3.8	3.8	3.8	3.8	3.9	3.8	4.0	4.0	3.8	3.9
11	A Convenient Faculty Lounge	3.7	3.7	4.1**	4.0*	3.8	3.5	3.4	3.3*	3.6	4.3**

Table 18 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	MARITAL STATUS Married N = 998	Single N = 135	NUMBER OF CHILDREN 0 N = 482	1 N = 133	2 N = 299	3 N = 177	4+ N = 135	SEX Male N = 967	Female N = 134
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.4	3.8*	3.6	3.3	3.3	3.3	3.4	3.4	3.9**
10	A Private Faculty Dining Room	3.5	3.5	3.8	3.7	3.5	3.2*	3.2*	3.5	3.5	3.7
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	3.3	3.5	3.4	3.2	3.1	3.3	3.8*	3.3	3.7*
1	Faculty Club	3.2	3.2	3.3	3.3	3.2	3.2	2.9	2.5*	3.1	3.3

Table 19

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Marital Status, Number of Children and Sex)

			Marital Status		Number of Children					Sex	
Factor Number[1]	Motivation Factor[2]	All Respondents N=1175	Married N=998	Single N=135	N=482	N=133	N=229	N=177	N=135	Male N=967	Female N=134
1	Faculty Club	3.4	3.3	3.6*	3.4	3.4	3.3	3.1	4.0*	3.3	3.6
2	Parking Facilities	4.7	4.7	5.1**	4.8	4.7	4.6	4.9	4.5	4.7	5.3**
3	Office Space and Equipment	5.2	5.3	5.3	5.3	5.3	5.3	5.2	5.3	5.2	5.4*
4	Library Facilities and Services for Students	5.6	5.6	5.8**	5.6	5.6	5.6	5.6	5.7	5.6	5.8**
5	Library Facilities and Services for Your Use	5.5	5.5	5.6	5.5	5.6	5.5	5.4	5.7	5.5	5.7*
6	Teaching Aids	4.7	4.7	4.9*	4.8	4.7	4.7	4.5	4.7	4.6	5.2**
7	Classrooms and Laboratories	5.0	5.0	5.3**	5.1	5.0	4.9	4.8	5.3**	5.0	5.3**
10	A Private Faculty Dining Room	3.5	3.5	3.8*	3.7	3.4	3.4	3.0**	4.0**	3.5	3.8*

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[1] Factor numbers correspond to those in the data-gathering instrument. (See Appendix)

[2] See Table 1 for definitions of motivational factors.

[3] Sum of respondents in each classification does not equal total N as some respondents did not check classification.

*Significant at the .05 level from mean of all respondents.

**Significant at the .01 level from mean of all respondents.

Table 19 (Cont.)

		MARITAL STATUS			NUMBER OF CHILDREN					SEX	
Factor Number	MOTIVATION FACTOR	All Respondents N=1175	Married N=998	Single N=135	0 N=482	1 N=133	2 N=229	3 N=177	4+ N=135	Male N=967	Female N=134
11	A Convenient Faculty Lounge	3.7	3.7	** 4.2	** 3.5	3.7	3.6	* 3.4	3.8	3.6	** 4.5
14	Faculty Telephones	4.9	4.9	5.0	4.9	4.9	4.8	4.8	5.1	4.8	* 5.1
16	Research Facilities	5.2	5.2	5.3	5.2	5.2	5.2	5.2	5.4	5.2	5.2
20	Medical Services for Faculty	3.9	3.9	4.2	4.0	3.9	* 3.6	3.9	4.1	3.9	4.0
21	Secretarial and Clerical Service	5.3	5.3	5.4	5.3	5.3	5.3	5.4	5.2	5.3	5.4
22	Student Assistants	4.6	4.6	4.7	4.6	4.6	4.6	4.7	* 5.0	4.5	4.7
23	Janitorial Services	4.3	4.2	** 4.7	4.5	4.3	* 4.0	4.2	4.0	4.2	** 4.9
30	Faculty Promotions in Academic Rank	5.5	5.5	5.5	5.4	5.4	5.5	5.4	5.5	5.4	5.5
31	Individual Raises in Salary	5.4	5.4	5.5	5.4	5.4	5.3	5.4	* 6.0	5.4	* 5.6
32	Sabbatical Leaves of Absence	5.0	5.0	5.2	5.0	5.1	4.9	4.9	4.8	5.0	5.2
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.5	** 4.9	4.6	4.5	4.5	4.5	4.6	4.5	** 5.6
34	Leaves of Absence without Pay	4.2	4.1	* 4.5	4.3	4.2	4.0	4.0	4.0	4.1	4.4
35	Faculty Tenure	4.9	4.8	5.1	5.1	4.9	4.7	* 4.5	5.1	4.8	** 5.2
36	Faculty Retirement	5.1	5.1	5.0	5.3	5.1	5.0	4.9	5.2	5.0	5.1

Table 19 (Cont.)

			MARITAL STATUS		NUMBER OF CHILDREN					SEX	
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Married N = 998	Single N = 135	0 N = 482	1 N = 133	2 N = 229	3 N = 177	4+ N = 135	Male N = 967	Female N = 134
37	Faculty Hospitilization Plan	5.1	5.1	5.1	5.1	5.1	5.0	5.3	5.7**	5.0	5.2
38	Life and Health Insurance Plan	4.8	4.8	4.8	4.8	4.9	4.9	4.9	5.0	4.8	5.0
39	Waiver of Tuition Fees for Faculty Dependents	4.3	4.4	3.4**	4.0*	4.6*	4.8**	4.5	5.2**	4.3	4.0
40	Tuition Grants for Faculty children Attending Other Colleges	4.1	4.2	2.8**	3.5**	4.3*	4.9**	4.3	5.5**	4.2	3.4**
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.9	3.6	3.6	4.1	4.1	3.6	4.8**	3.8	4.1
42	Faculty Travel funds	5.0	5.0	5.1	5.1	5.1	5.1	5.0	5.3*	5.0	5.3**
43	Release from Teaching Assignments	4.6	4.6	4.8	4.6	4.7	4.6	4.4	3.9**	4.6	4.7
45	Faculty Consulting Activity	4.2	4.2	4.2	4.4	4.2	4.1	4.2	4.9	4.2	4.3
46	Summer School Teaching	4.4	4.4	4.5	4.7	4.5	4.3	4.6	5.0**	4.4	4.7
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.4	3.8*	3.5	3.3	3.4	3.2	3.8*	3.3	4.1**

Table 19 (Cont.)

			MARITAL STATUS		NUMBER OF CHILDREN					SEX	
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Married N = 998	Single N = 135	0 N = 482	1 N = 133	2 N = 229	3 N = 177	4+ N = 135	Male N = 967	Female N = 134
51	Academic Freedom	5.1	5.5	5.6	5.5	5.4	5.5	5.5	5.6	5.5	5.6
53	Sponsored Programs	4.6	4.5	5.0**	4.7	4.7	4.4	4.2**	4.5	4.5	5.3**
54	Organizational Lines	5.0	5.0	5.2	5.0	4.9	5.0	5.1	5.2	5.0	5.3**
55	Moving Expenses	4.1	4.1	3.8	3.9	4.3	4.2	4.1	4.1	4.2	3.5**
60	Faculty Participation in Policy Formation and Implementation	5.1	5.0	5.2	5.1	5.2	5.1	4.8*	5.0	5.0	5.3**
61	Faculty Participation in Budget Development	4.2	4.1	4.6	4.2	4.4	4.1	3.8	4.3	4.1	4.5*
62	Faculty Participation in the Determination of Standards of Conduct	3.9	3.9	4.0	4.0	3.9	3.8	3.6	3.8	3.9	4.1
63	Faculty Participation in the Development of Building Programs	4.1	4.0	4.4	4.1	4.3	3.9	3.8	4.2	4.0	4.5*
64	Faculty Participation in the Formation of Parking Provisions Regulations	3.5	3.5	3.9*	3.7	3.4	3.3	3.3	3.5	3.4	3.9**

Table 19 (Cont.)

			MARITAL STATUS		NUMBER OF CHILDREN					SEX	
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Married N = 118	Single N = 135	0 N = 482	1 N = 133	2 N = 229	3 N = 177	4+ N = 135	Male N = 967	Female N = 134
65	Teaching Loads	5.3	5.3	5.4	5.4	5.3	5.3	5.2	5.5	5.3	5.5*
66	Classroom Assignment	4.2	4.2	4.6	4.4	4.4	3.9	4.0	4.2	4.2	4.9**
67	Class Size	4.8	4.8	5.2	4.9	4.8	4.9	4.8	4.8	4.8	5.3**
68	Class Hours	4.5	4.4	4.8	4.5	4.5	4.3	4.4	4.5	4.4	5.2**
69	Determination of Courses to be Taught	5.2	5.2	5.4	5.3	5.2	5.2	5.1	4.9	5.2	5.5**
70	Method of Selecting Department Chairman	5.0	5.0	5.2	5.2	5.0	5.1	5.0	4.7*	5.0	5.3*
71	Method of Selecting Committee Members	4.3	4.2	4.6*	4.2	4.3	4.1	4.5	4.1	4.2	4.8**
72	Salary Continuation During Disability or Faculty Member	5.3	5.3	5.3	5.3	5.3	5.3	5.2	5.5	5.3	5.4
73	Division of Academic Year	4.0	3.9	4.5**	3.7	4.1	3.7	3.8	4.1	3.9	4.4*
74	Organizational Communications	4.8	4.8	5.0	4.8	4.8	4.8	4.8	4.7	4.8	5.1*
75	Student Counseling and/or Registration	4.6	4.6	4.9	4.6	4.6	4.6	4.7	4.4	4.5	5.2**
80	Provisions of Space and Facilities	3.7	3.7	3.8	3.8	3.8	3.6	3.7	4.7**	3.7	4.0
81	Health Provisions	4.5	4.5	4.6	4.7	4.5	4.4	4.7	4.7	4.5	4.9*

Table 19 (Cont.)

			MARITAL STATUS		NUMBER OF CHILDREN					SEX	
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Married N = 998	Single N = 135	0 N = 482	1 N = 133	2 N = 229	3 N = 177	4+ N = 135	Male N = 967	Female N = 134
90	Characteristics of Faculty	4.8	4.8	5.0	4.8	4.8	4.7	5.0	4.8	4.8	5.0
91	Location of Institution	4.8	4.8	5.0	4.9	4.8	4.5**	4.8	4.6	4.8	4.9
92	Characteristics of Administration	5.3	5.3	5.3	5.4	5.3	5.3	5.2	5.4	5.3	5.5*

Table 20

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR BELIEVE THEY WOULD DERIVE FROM STIPULATED FACTORS
(Classified by Degree Held and
Age of Respondents)

		Degree				Age of Respondents					
Factor Number[1]	MOTIVATION[2] FACTOR	All Respondents N = 1175[3]	Bachelors N = 37	Masters N = 293	Doctorate N = 777	Under 25 N = 21	26 - 30 N = 94	31 - 40 N = 332	41 - 55 N = 490	56 - 65 N = 175	Over 65 N = 34
51	Academic Freedom	5.4	5.4	5.4	5.4	5.7	5.4	5.4	5.4	5.4	5.4
4	Library Facilities and Services for Students	5.3	5.3	5.3	5.3	5.4	5.3	5.3	5.3	5.4	5.4
5	Library Facilities and Services for Your Use	5.2	5.1	5.2	5.2	5.1	5.3	5.3	5.1	5.2	5.2
31	Individual Raises in Salary	5.2	5.1	5.2	5.2	5.1	5.3	5.2	5.2	5.2	5.3
30	Faculty Promotions in Academic Rank	5.1	4.8	5.0*	5.2	4.6	5.2	5.2	5.1	5.1	5.2
72	Salary Continuation During Disability of Faculty Member	5.3	5.3	5.3	5.2	4.3	5.2	5.2	5.3	5.2	5.1
65	Teaching Loads	5.2	5.1	5.4*	5.2	5.0	5.3	5.2	5.2	5.1	5.2

[1] Factors are listed in descending order of motivational influence.

[2] See Table 1 for definitions of motivational factors.

[3] Sum of respondents in each classification does not equal total N as some respondents did not check classification.

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 20 (Cont.)

			Degree			Age of Respondents					
Factor Number	MOTIVATION FACTOR	All Respondents N= 1175	Bachelors N = 37	Masters N = 293	Doctorate N = 777	Under 25 N = 21	26 - 30 N = 94	31 - 40 N = 332	41 - 55 N = 490	56 - 65 N = 175	Over 65 N = 34
92	Characteristics of Administration	5.2	5.1	5.3	5.2	5.2	5.2	5.1	5.2	5.2	5.2
69	Determination of Courses to be Taught	5.2	5.2	5.2	5.2	5.3	5.1	5.3	5.2	5.2	5.2
21	Secretarial and Clerical Services	5.1	5.2	5.0	5.2	5.0	5.2	5.2	5.2	5.0	4.9
3	Office Space and Equipment	5.2	5.0	5.2	5.2	5.4	5.2	5.2	5.1	5.2	5.1
36	Faculty Retirement	5.2	5.5	5.3	5.2	4.3**	5.8**	5.1	5.3	5.5**	5.5
37	Faculty Hospitilization Plan	5.1	5.4	5.2	5.1	5.3	5.0	5.0	5.1	5.2	5.5
32	Sabbatical Leaves of Absence	4.9	4.8	5.0	5.1	5.0	5.2	5.2	4.9	4.9	5.2
42	Faculty Travel Funds	5.1	5.3	5.1	5.1	4.6	5.1	5.2	5.1	5.1	4.6**
70	Method of Selecting Department Chairman	4.9	4.5	4.9	5.0	4.0**	4.9	5.0	5.0	4.9	4.9
16	Research Facilities	4.9	4.3*	4.6**	5.0*	5.0	5.0	5.0*	4.8	4.6**	4.6
35	Faculty Tenure	5.0	5.0	5.1	5.0	4.0*	5.0	4.8**	5.1	5.4**	5.4
7	Classrooms and Laboratories	5.0	5.2	5.2**	4.9	4.8	4.8	4.9	5.0	5.2**	5.3
60	Faculty Participation in Policy Formulation and Implementation	4.9	4.9	4.8	4.9	4.8	5.0	4.9	4.9	4.8	4.6

Table 20 (Cont.)

			Degree			Age of Respondents					
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Bachelors N = 37	Masters N = 293	Doctorate N = 777	Under 25 N = 21	26 - 30 N = 94	31 - 40 N = 332	41 - 55 N = 490	56 - 65 N = 175	Over 65 N = 34
54	Organizational Lines	4.8	5.2	5.0*	4.8	4.8	4.6	4.7	5.0	4.9	4.7
38	Life and Health Insurance Plan	4.9	5.0	4.9	4.9	4.7	4.7	4.8	4.9	5.2**	4.9
91	Location of Institution	4.9	4.9	5.1	4.9	5.3	5.1	4.9	4.9	4.9	4.7
14	Faculty Telephones	4.9	5.0	5.0*	4.8	4.9	4.7	4.7	4.9	5.1	4.8
67	Class Size	4.8	5.2	5.1**	4.7*	4.7	5.0	4.8	4.8	4.7	4.8
74	Organizational Communications	4.7	4.9	4.8	4.6	4.6	4.4*	4.5*	4.8*	4.8	4.7
90	Characteristics of Faculty	4.7	4.5	4.8	4.8	5.4*	4.9	4.9	4.7	4.6	4.5
2	Parking Facilities	4.8	5.0	5.0**	4.7	4.8	4.9	4.8	4.7	4.9	5.0
43	Release from Teaching Assignment	4.7	4.6	4.6	4.7	4.0	4.9	4.8	4.6	4.6	4.3
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.2	4.6	4.7	5.1	5.0**	4.9**	4.5	4.3**	4.2
81	Health Provisions	4.6	4.5	4.8	4.8	3.8	4.2**	4.6	4.6	4.9*	4.9
6	Teaching Aids	4.6	5.0*	4.8**	4.4	3.9	4.6	4.4	4.6	4.8*	4.8
46	Summer School Teaching	4.7	4.9	5.1**	4.5**	5.2	4.9	4.7	4.6	4.7	4.4
68	Class Hours	4.6	4.8	4.8*	4.5	4.5	4.7	4.6	4.6	4.6	4.4
22	Student Assistants	4.5	4.4	4.5	4.5	4.6	4.6	4.6	4.5	4.4	4.3
75	Student Counseling and/or Registration	4.4	5.0	4.6	4.2	4.2	4.1	4.2	4.5	4.6	4.5

Table 20 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Degree: Bachelors N = 37	Degree: Masters N = 293	Degree: Doctorate N = 777	Age of Respondents: Under 25 N = 21	Age of Respondents: 26 - 30 N = 94	Age of Respondents: 31 - 40 N = 332	Age of Respondents: 41 - 55 N = 490	Age of Respondents: 56 - 65 N = 175	Age of Respondents: Over 65 N = 34
53	Sponsored Programs	4.4	4.9*	4.6*	4.3	5.1	4.6	4.3	4.3	4.6	4.3
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.8	4.3	4.2	4.4	4.3	4.2	4.3	4.2	3.8
66	Classroom Assignment	4.3	5.1**	4.7**	4.1*	4.1	4.1	4.2	4.3	4.6**	4.9*
45	Faculty Consulting Activity	4.4	4.5	4.5	4.3	3.9	4.4	4.3	4.4	4.4	4.2
23	Janitorial Services	4.2	4.6	4.6**	4.0**	3.8	3.9*	4.0*	4.2	4.7**	4.7
71	Method of Selecting Committee Members	4.2	4.4	4.3	4.2	3.8	3.8*	4.2	4.2	4.5*	4.6
34	Leaves of Absence without Pay	4.3	4.4	4.3	4.2	4.7**	4.4	4.1	4.1	4.1	4.5
61	Faculty Participation in Budget Development	4.1	4.4	4.2	4.0	4.7	4.1	4.2	4.1	4.1	3.3**
73	Division of Academic Year	4.2	4.3	4.4	4.1	3.9	3.7*	4.0*	4.3	4.5*	4.2
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	3.9	3.7	3.9	3.7	3.8	3.9	3.9	3.6	3.2
55	Moving Expenses	4.0	5.2	5.0*	4.8	5.2*	4.5*	4.5**	3.9	3.5**	2.7**
63	Faculty Participation in the Development of Building Programs	3.9	4.2	4.0	3.8	3.2	3.7	3.9	4.0	3.9	3.7

Table 20 (Cont.)

			Degree			Age of Respondents					
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Bachelors N = 37	Masters N = 293	Doctorate N = 777	Under 25 N = 21	26 - 30 N = 94	31 - 40 N = 332	41 - 55 N = 490	56 - 65 N = 175	Over 65 N = 34
20	Medical Services	4.0	4.2	4.0	3.9	4.7	4.1	3.9	3.9	4.0	4.1
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	4.3	4.2**	3.6*	4.2	4.1	3.9	3.6	3.7	3.7
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	4.2	4.0	3.7	3.4	3.6	3.6	3.8	4.0	4.4*
80	Provision of Space and Facilities	3.8	3.6	3.8	3.8	3.0	3.8	3.8	3.8	3.9	4.2
11	A Convenient Faculty Lounge	3.7	4.1	3.9*	3.6	4.3	3.7	3.5*	3.7	3.9	4.2
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	4.3**	3.8**	3.3*	3.2	3.2	3.2*	3.5	3.8*	3.8
10	A Private Faculty Dining Room	3.5	3.5	3.7	3.5	4.0	3.3	3.4	3.6	3.7	3.8
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	4.1*	3.7**	3.1*	4.4*	3.6	3.0**	3.4	3.3	3.5
1	Faculty Club	3.2	3.0	3.1	3.2	3.0	2.8	3.2	3.2	3.3	3.8*

Table 21

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Degree Held and Age of Respondents)

			Degree			Age of Respondents					
Factor Number[1]	MOTIVATION FACTOR	All Respondents N = 1175[3]	Bachelor N = 37	Masters N = 293	Doctorate N = 777	Under 25 N = 21	26 - 30 N = 94	31 - 40 N = 332	41 - 55 N = 490	56 - 64 N = 175	Over 65 N = 34
51	Academic Freedom	5.5	5.4	5.4	5.5	5.8	5.5	5.5	5.5	5.5	4.4
4	Library Facilites and Services for Students	5.6	5.6	5.7	5.6	5.6	5.6	5.6	5.6	5.6	5.7
5	Library Facilities and Services for Your Use	5.5	5.6	5.5	5.5	5.4	5.6	5.5	5.5	5.5	5.5
31	Individual Raises in Salary	5.4	5.5	5.4	5.4	5.4	5.3	5.5	5.4	5.4	5.7
30	Faculty Promotions in Academic Rank	5.5	5.5	5.4	5.5	4.9	5.4	5.5	5.4	5.5	5.5
72	Salary Continuation During Disability of Faculty Member	5.3	5.4	5.4	5.2	4.4**	5.2	5.3	5.4	5.3	5.1
65	Teaching Loads	5.3	5.2	5.5	5.3	5.4	5.4	5.3	5.3	5.3	5.3
92	Characteristics of Administration	5.3	5.3	5.4	5.3	5.3	5.2	5.3	5.3	5.3	5.3

[1] Factors are listed in descending order of motivational influence.

[2] See Table 1 for definitions of motivational factors.

[3] Sum of respondents in each classification does not equal total N as some respondents did not check classification.

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 21 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Degree			Age of Children					
			Bachelor N = 37	Masters N = 293	Doctorate N = 777	Under 25 N = 21	26 - 30 N = 94	31- 40 N = 332	41 - 55 N = 490	56 - 65 N = 175	Over 65 N = 34
69	Determination of Courses to be Taught	5.2	5.1	5.2	5.2	5.5	5.1	5.2	5.2	5.2	5.3
21	Secretarial and Clerical Services	5.3	5.4	5.3	5.3	5.0	5.2	5.4	5.3	5.2	5.3
3	Office Space and Equipment	5.2	5.5	5.3	5.2	5.1	5.3	5.2	5.2	5.4	5.5
36	Faculty Retirement	5.1	5.2	5.1	5.0	3.6**	4.5**	4.9	5.1	5.4**	5.4
37	Faculty Hospitilization Plan	5.1	5.3	5.1	5.0	4.8	5.1	5.0	5.1	5.1	5.1
32	Sabbatical Leaves of Absence	5.0	4.8	5.1	5.0	5.0	5.0	5.1	4.9	5.0	5.3
42	Faculty Travel Funds	5.0	5.1	5.1	5.0	5.0	5.1	5.1	5.0	4.9	4.7
70	Method of Selecting Department Chairman	5.0	4.7	5.1	5.1	4.1*	4.9	5.0	5.1	5.0	5.1
16	Research Facilities	5.2	4.9	5.1	5.3	5.1	5.3	5.4**	5.2	5.0**	4.9
35	Faculty Tenure	4.9	5.0	4.9	4.8	3.8**	4.7	4.6**	4.9	5.3	5.3
7	Classrooms and Laboratories	5.0	5.4	5.2	4.9	4.6	4.9	4.9	5.0	5.3	5.3
60	Faculty Partidipation in Policy Formulation and Implementation	5.1	5.1	5.1	5.1	5.2	5.0	5.1	5.1	5.0	4.6*
54	Organizational Lines	5.0	5.3	5.2*	4.9	5.0	4.7*	4.9	5.1	5.1	5.1
38	Life and Health Insurance Plan	4.8	4.9	4.8	4.8	4.4	4.7	4.8	4.8	5.1*	4.6

Table 21 (Cont.)

			Degree			Age of Respondents					
Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Bachelor N = 37	Masters N = 293	Doctorate N = 777	Under 25 N = 21	26 - 30 N = 94	31 - 50 N = 332	41 - 55 N = 490	56 - 65 N = 175	Over 65 N = 34
91	Location of Institution	4.8	4.8	4.9	4.7	5.1	4.8	4.7	4.8	4.9	4.8
14	Faculty Telephones	4.9	5.1	5.0	4.8	4.7	4.7	4.8	4.9	5.1**	5.2
67	Class Size	4.8	5.2	5.1**	4.7*	4.4	5.1	4.8	4.8	4.8	4.8
74	Organizational Communications	4.8	5.0	5.0	4.8	4.9	4.3**	4.7*	5.0*	5.0	4.7
90	Characteristics of Faculty	4.8	4.6	4.9	4.8	5.6*	4.9	4.9	4.7	4.8	4.7
2	Parking Facilities	4.7	5.0	4.9	4.7	4.7	4.5	4.6	4.8	4.8	5.0
43	Release from Teaching Assignment	4.6	4.4	4.5	4.7	3.8*	4.9*	4.8	4.5	4.4	4.1*
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.3	4.6	4.6	4.8	5.0*	4.8	4.5	4.4*	4.3
81	Health Provisions	4.5	4.6	4.7	4.4	4.4	4.0**	4.5	4.5	4.9**	4.9
6	Teaching Aids	4.7	5.4**	5.0**	4.6*	4.2	4.7	4.6	4.7	4.9	5.2*
46	Summer School Teaching	4.4	4.5	4.8**	4.2*	5.3	4.7	4.4	4.3	4.4	4.1
68	Class Hours	4.5	4.8	4.6	4.4	4.0	4.5	4.5	4.4	4.6	4.4
22	Student Assistants	4.6	4.6	4.6	4.6	4.7	4.6	4.6	4.6	4.6	4.5
75	Student Counseling and/or Registration	4.6	5.1	4.9	4.5	4.2	4.3	4.4	4.8	4.8	4.8
53	Sponsored Programs	4.6	4.8	4.8**	4.5	4.4	4.5	4.5	4.6	4.7	4.6

Table 21 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N = 1175	Degree: Bachelor N = 37	Degree: Masters N = 293	Degree: Doctorate N = 777	Age of Respondents: Under 25 N = 21	Age of Respondents: 26 - 30 N = 94	Age of Respondents: 31 - 40 N = 332	Age of Respondents: 41 - 55 N = 490	Age of Respondents: 56 - 65 N = 175	Age of Respondents: Over 65 N = 34
39	Waiver of Tuition Fees for Faculty Dependents	4.3	4.5	4.3	4.2	4.3	4.5	4.4	4.3	4.0	3.8
66	Classroom Assignment	4.2	5.0	4.7	4.0	3.8	4.0	4.1	4.2	4.6	4.8
45	Faculty Consulting Activity	4.2	4.5	4.3	4.1	3.8	4.4	4.1	4.3	4.1	4.1
23	Janitorial Services	4.3	4.7	4.7**	4.1**	3.9	3.9*	4.1**	4.3	4.8**	4.9**
71	Method of Selecting Committee Members	4.3	4.4	4.4	4.2	4.1	3.9*	4.3	4.3	4.5	4.3
34	Leaves of Absence without Pay	4.2	4.1	4.2	4.2	4.2	4.5*	4.3	4.1	4.1	4.1
61	Faculty Participation in Budget Development	4.2	4.4	4.4	4.1	4.5	4.2	4.2	4.2	4.1	3.2**
73	Division of Academic Year	4.0	4.0	4.2*	3.9	3.6	3.4**	3.8*	4.2	4.3	4.1
40	Tuition Grants for Faculty children Attending Other Colleges	4.1	4.0	3.9	4.1	4.3	4.1	4.3	4.1	3.5**	3.3*
55	Moving Expenses	4.1	3.4*	4.0	4.1	4.6	4.2	4.5**	4.0	3.7*	3.0**
63	Faculty Participation in the Development of Building Programs	4.1	4.5	4.2	4.0	3.2*	3.9	4.1	4.2	4.1	4.1
20	Medical Services for Faculty	3.9	4.3	4.0	3.8	4.7	3.9	3.7	3.9	4.2*	4.1

Table 21 (Cont.)

			Degree			Age of Respondents					
Factor Number	MOTIVATION FACTOR	All Respondents N= 1175	Bachelor N = 37	Masters N = 293	Doctorate N = 777	Under 25 N = 21	26 - 30 N = 94	31 = 40 N = 332	41 - 55 N = 490	56 = 65 N = 175	Over 65 N = 34
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	4.5*	4.2*	3.6*	4.9	4.3*	4.0	3.6*	3.7	4.0
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	4.5*	4.1	3.8	3.4	3.5*	3.8	3.9	4.2	4.6*
80	Provisions of Space and Facilities	3.7	3.8	3.9	3.7	3.8	3.7	3.6	3.7	4.0	4.2
11	A Convenient Faculty Lounge	3.7	4.4**	4.0*	3.6*	4.1	3.4	3.5**	3.8	4.1**	4.2
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	4.2*	3.9**	3.3*	3.3	3.1	3.2*	3.6	3.8*	3.8
10	A Private Faculty Dining Room	3.5	3.7	3.6	3.5	3.6	3.1*	3.2**	3.7	3.8*	4.1*
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	4.1*	3.8**	3.2**	4.0	3.7	3.1**	3.6	3.6	3.6
1	Faculty Club	3.4	3.7	3.4	3.3	3.4	2.8**	3.2	3.4	3.6**	3.9*

Table 22

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR FEEL THEY WOULD DERIVE FROM STIPULATED FACTORS
(Classified by the Teaching Field of Respondents)

Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents[3]	Art & Theater	Agriculture	Biochemistry	Biology	Botany	Business Administration	Chemistry	Economics
1	Faculty Club	3.2	2.9	2.7	2.1	2.9	3.5	3.1	3.1	3.5
2	Parking Facilities	4.3	5.3*	4.3	3.9	4.3	4.5	4.8	4.7	4.7
3	Office Space and Equipment	5.2	5.6*	5.4	5.4	5.2	5.5	5.2	5.3	5.1
4	Library Facilities and Services for Students	5.3	5.7	5.3	5.0	5.5	5.8	5.2	4.9*	5.3
5	Library Facilities and Services for Your Use	5.2	5.3	5.1	5.1	5.4	5.8*	5.0**	5.0	5.2
6	Teaching Aids, i.e., Adequate Laboratory Equipment, Blackboards, Visual Aid Equipment, etc.	4.6	5.4**	4.8	4.2	4.9	5.7**	4.4	4.6	4.1**
7	Classrooms and Laboratories	5.0	5.6*	5.2	5.0	5.0	5.7*	4.9	5.0	4.8
10	A Private Faculty Dining Room	3.5	3.5	3.5	2.5	3.2	4.2	3.4	3.5	3.8
11	A Convenient Faculty Lounge	3.7	3.7	3.9	1.9**	3.0	3.9	3.6	3.2	3.7

[1] Factors are listed in descending order of motivational influence.

[2] See Table 1 for definitions of motivational factors.

[3] Sum of respondents in each classification does not equal total N as some respondents did not check classification.

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 22 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N-1175	Art & Theater	Agriculture	Biochemistry	Biology	Botany	Business Administration	Chemistry	Economics
14	Facudty Telephones	4.9	4.8	5.1	4.5	4.7	4.6	4.8	4.6	4.9
16	Research Facilities	4.9	5.0	4.7	5.4	4.9	5.1	4.7	5.0	4.9
20	Medical Services for Faculty	4.0	3.9	3.8	3.7	3.6	4.4	**3.5	3.6	4.0
21	Secretarial and Clerical Service	5.1	5.2	5.1	4.5	*4.6	5.0	5.2	**4.7	5.2
22	Student Assistants	4.5	4.5	4.3	3.6	4.4	5.1	**4.8	4.5	4.5
23	Janitorial Services	4.2	4.0	*4.9	*3.1	4.5	5.0	**3.8	4.3	4.0
30	Faculty Promotions in Academic Rank	5.1	5.2	5.6	5.0	5.1	5.2	5.1	5.0	5.2
31	Individual Raises in Salary	5.2	5.2	*5.7	**4.2	5.5	5.3	5.2	5.0	5.2
32	Sabbatical leaves of Absence	5.0	5.1	**5.7	4.9	4.5	5.3	**4.6	4.7	5.0
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.7	*5.2	3.8	4.5	5.2	**4.3	4.6	4.7
34	Leaves of Absence without Pay	4.3	4.2	4.6	3.4	3.4	5.0	4.2	3.8	4.3
35	Faculty Tenure	5.0	5.0	5.1	5.0	5.2	5.3	**4.6	5.2	5.0
36	Faculty Retirement	5.2	5.2	5.5	5.3	4.9	5.6	5.1	5.1	5.2
37	Faculty Hospitalization Plan	5.1	5.1	*5.6	**4.1	5.1	5.4	**4.7	5.1	5.1
38	Life and Health Insurance Plan	4.9	4.9	5.1	*4.0	4.5	5.1	**4.5	4.8	4.8
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.2	4.1	**2.6	4.4	*4.9	**3.7	3.8	4.0

Table 22 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Art & Theatre	Agriculture	Biochemistry	Biology	Botany	Business Administration	Chemistry	Economics
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	3.9	4.1	3.9	4.4	3.8	3.3**	3.7	3.4*
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.6	4.2	3.1	4.2	4.4	3.1**	3.3	3.2*
42	Faculty Travel Funds	5.1	5.1	5.4	4.5	5.0	5.4	4.7**	5.0	4.9
43	Release from Teaching Assignment	4.7	4.7	5.3	3.7	4.3	5.2	4.5	4.2	4.7
45	Faculty Consulting Activity	4.4	4.2	4.2	3.5	4.0	3.7	4.6*	4.5	4.5
46	Summer School Teaching	4.7	4.7	4.6	2.2**	4.1	5.1	4.6	4.3	4.1**
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	4.0**	3.3	2.6**	2.7	2.3	3.7**	2.4**	3.3
51	Academic Freedom	5.4	5.7	5.1	5.1	5.4	5.5	5.3	5.2	5.4
53	Sponsored Programs	4.4	5.2**	4.5	4.1	4.3	4.8	3.9**	3.9	4.2
54	Organizational Lines	4.8	5.3	5.2	4.8	4.7	5.3	4.6	4.8	4.5*
55	Moving Expenses	4.0	4.2	4.6	2.9	4.1	4.9	3.9	3.6	3.8
60	Faculty Participation in Policy Formulation and Implementation	4.9	5.5*	4.6	4.5	4.9	5.6	4.7*	4.4*	4.7
61	Faculty Participation in Budget Development	4.1	5.2**	4.3	2.8*	4.4	4.6	3.6**	3.8	3.9
62	Faculty Participation in the Determination of Student Conduct	3.8	4.8**	3.5	2.3**	2.7*	4.2	3.4*	3.3	3.5

Table 22 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Art & Theatre	Agriculture	Biochemistry	Biology	Botany	Business Administration	Chemistry	Economics
63	Faculty Participation in the Development of Building Programs	3.9	4.9**	3.9	3.1	3.9	4.5	3.3**	4.3	3.4**
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	4.1*	3.8	2.1*	2.9	3.6	3.2	3.5	2.9**
65	Teaching Loads	5.2	5.6	4.3	4.8	5.0	5.8	5.2	5.1	4.9**
66	Classroom Assignment	4.3	5.0*	3.9	3.5	4.0	4.4	3.8**	4.2	3.7**
67	Class Size	4.8	5.5*	4.0*	4.1	4.5	5.2	4.8	4.5	4.4**
68	Class Hours	4.6	5.0	4.2	3.0**	4.1	4.9	4.6	4.2	4.6
69	Determination of Courses to be Taught	5.2	5.7	5.1	4.6	5.0	5.3	5.3	5.1	5.2
70	Method of Selecting Department Chairman	4.9	5.5	4.7	4.9	4.7	5.4	4.9	4.9	4.7
71	Method of Selecting Committee Members	4.2	4.5	2.7**	3.8	4.4	4.3	3.8**	4.4	3.9*
72	Salary Continuation During Disability of Faculty Member	5.3	5.6	4.8	5.0	5.4	5.5	5.1	5.2	5.2
73	Division of Academic Year	4.2	4.5	3.1*	2.3**	4.1	4.8	4.0	3.6*	3.9
74	Organizational Communications	4.7	5.2	4.3	4.6	4.4	4.9	4.3	4.4	4.4*
75	Student Counseling and/or Registration	4.4	4.8	4.3	3.6	4.4	4.7	4.1*	4.1	3.8**
80	Provision of Space and Facilities	3.8	3.8	3.8	4.1	3.8	4.9*	3.1**	3.8	3.6
81	Health Provisions	4.6	4.9	4.4	4.2	5.1	4.9	4.3**	4.6	4.3*

Table 22 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Art & Theatre	Agriculture	Biochemistry	Biology	Botany	Business Administration	Chemistry	Economics
90	Characteristics of Faculty	4.7	4.9	4.4	4.3	4.7	5.0	4.7	4.3*	4.7
91	Location of Institution	4.9	5.1	4.7	4.0	4.9	5.3	4.9	4.4**	4.9
92	Characteristics of Administration	5.2	5.6	5.3	4.9	5.3	5.5	5.2	5.1	4.9**

Table 22 (Cont.)

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR FEEL THEY WOULD DERIVE FROM STIPULATED FACTORS

(Classified by the Teaching Field of Respondents)

Factor Number	MOTIVATION FACTOR	All Respondents	Education	Educ. Psych.	Engineering	English	For. Lang.	Geography	Geology	History
1	Faculty Club	3.2	3.3	3.3	3.0	3.2	3.1	3.5	4.4	3.4
2	Parking Facilities	4.8	5.1**	4.2	4.8	4.4	4.9	4.7	5.6	4.7
3	Office Space and Equipment	5.2	5.2	5.3	5.2	5.0	5.2	5.3	5.7	5.3
4	Library Facilities and Services for Students	5.3	5.4	5.1	4.8**	5.6**	5.7*	5.3	5.4	5.6*
5	Library Facilities and Services for Your Use	5.2	5.2	4.8	4.9*	5.4	5.5	5.3	5.4	5.6*
6	Teaching Aids, i.e., Adequate Laboratory Equipment, Blackboards, Visual Aid Equipment, etc.	4.6	5.2**	4.3	4.4	4.1**	4.4	4.5	5.6	4.5
7	Classrooms and Laboratories	5.0	5.3**	4.9	4.7*	4.9	5.2	4.9	5.3	5.0
10	A Private Faculty Dining Room	3.5	4.0**	3.2	3.3	3.4	4.2*	2.7	4.2	3.9
11	A Convenient Faculty Lounge	3.7	4.2**	3.7	3.5	4.1	4.0	3.3	3.7	4.0
14	Faculty Telephones	4.9	5.1**	4.6	4.7	4.6	5.1	4.8	5.3	4.9
16	Research Facilities	4.9	4.9	4.7	4.9	4.7	4.8	5.1	5.5	5.2
20	Medical Services for Faculty	4.0	4.2	4.4	3.5	4.5*	4.9**	4.2	4.7	4.4
21	Secretarial and Clerical Service	5.1	5.3*	5.2	5.1	5.0	4.9	5.4	5.3	5.2
22	Student Assistants	4.5	4.6	4.4	4.3	4.0**	3.5**	4.5	4.9	4.5

Table 22 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Education	Educ. Psych.	Engineering	English	For. Lang.	Geography	Geology	History
23	Janitorial Services	4.2	4.7**	4.5	4.1	4.0	4.8*	4.3	4.2	4.2
30	Faculty Promotions in Academic Rank	5.1	5.2	5.1	4.8*	5.3	5.3	5.6	4.9	5.3
31	Individual Raises in Salary	5.2	5.3	5.1	4.8*	5.4	4.5	5.5	5.3	5.4
32	Sabbatical Leaves of Absence	5.0	5.3**	4.8	4.7*	5.1	5.7**	5.6	4.5	5.4*
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.7	4.4	4.4	4.7	5.2*	4.7	5.0	5.2*
34	Leaves of Absence without Pay	4.3	4.7**	3.9	4.2	3.9	4.0	4.5	4.1	4.4
35	Faculty Tenure	5.0	5.0	4.7	4.2**	5.4*	5.3	5.4	4.9	5.5*
36	Faculty Retirement	5.2	5.5**	4.5**	5.0	5.1	5.2	5.1	5.6	5.5
37	Faculty Hospitilization Plan	5.1	5.5**	5.0	4.8	5.0	5.4	5.4	5.4	5.5
38	Life and Health Insurance Plan	4.9	5.3**	4.8	4.4*	4.9	5.3	5.3	5.1	5.2
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.6*	4.3	4.3	4.3	4.9	4.4	4.8	4.4
40	Tuition Grants for Faculty Children Attending Other colleges	3.8	4.0	4.1	3.7	3.9	4.4	4.3	4.8	4.2
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	4.4**	4.8*	3.7	3.9	4.6	4.5	4.4	3.9
42	Faculty Travel Funds	5.1	5.4**	5.1	5.1	5.0	4.9	5.1	5.4	5.3
43	Release from Teaching Assignment	4.7	4.9	4.4	4.6	4.7	4.7	4.2	5.1	5.1*

Table 22 (Cont.)

	MOTIVATION FACTOR									
45	Faculty Consulting Activity	4.4	4.6*	4.4	5.0**	4.1	3.8	4.3	4.1	4.0
46	Summer School Teaching	4.7	5.1**	5.1	4.5	4.7	5.1	4.6	4.4	4.8
50	Faculty Participation in Adult Education and/or Similar Programs	3.3	4.0**	4.0	3.0	2.6**	3.3	3.3	4.1	3.7
51	Academic Freedom	5.4	5.4	5.2	4.7**	5.5	5.9**	6.0**	5.8	5.7
53	Sponsored Programs	4.4	4.7	4.0	3.7	4.9	5.0	3.8	4.4	4.7
54	Organizational Lines	4.8	5.2	4.3	4.5	4.8	5.3	5.3	4.9	5.0
55	Moving Expenses	4.0	4.1	3.7	4.1	3.9	4.3	3.6	4.1	4.3
60	Faculty Participation in Policy Formulation and Implementation	4.9	5.1	5.0	4.3**	5.3*	5.4*	5.4	5.1	4.9
61	Faculty Participation in Budget Development	4.1	4.4*	3.7	3.8	4.4	4.3	4.7	4.3	4.1
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	4.4**	3.1	3.6	3.7	3.4	4.3	3.1	3.9
63	Faculty Participation in the Development of Fuilding Programs	3.9	4.4**	3.3	3.8	3.8	3.6	3.7	4.4	4.4*
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.9**	3.1	3.4	3.0*	4.0	3.3	3.0	3.3
65	Teaching Loads	5.2	5.4*	5.0	4.9*	5.3	5.5	5.2	4.8	5.4
66	Classroom Assignment	4.3	4.8**	4.5	4.0	4.4	4.6	3.9	4.2	4.6
67	Class Size	4.8	5.0	5.1	4.3**	5.1*	5.4**	4.7	4.5	4.9

Table 22 (Cont.)

Factlr Number	MOTIVATION FACTOR	All Respon-dents	Education	Educ. Psych.	Engineering	English	For. Lang.	Geography	Geology	History
68	Class Hours	4.6	4.9*	4.7	3.9**	4.6	4.6	4.9	2.8**	4.9
69	Determination of Courses to be Taught	5.2	5.2	5.2	5.0	5.3	5.6*	5.2	4.8	5.4
70	Method of Selecting Department Chairman	4.9	5.0	4.5	4.5*	4.8	5.4*	4.7	4.8	5.1
71	Method of Selecting Committee Members	4.2	4.6**	4.1	3.6*	4.5	4.8*	3.8	4.1	4.4
72	Salary Continuation During Disability of Faculty Member	5.3	5.3	5.2	5.0	5.3	5.7*	5.8*	5.6	5.3
73	Division of Academic Year	4.2	4.6**	3.6	3.7*	4.3	4.7	4.0	3.8	4.9
74	Organizational Communications	4.7	5.0**	4.5	4.2*	4.7	5.1	3.6**	4.9	4.7
75	Student counseling and/or Registration	4.4	4.9**	4.3	3.9*	4.4	4.8	3.9	5.0	4.5
80	Provision of space and Facilities	3.8	3.9	3.5	4.2	3.8	4.2	3.7	5.3*	4.3
81	Health Provisions	4.6	5.0**	4.6	4.4	4.6	5.0	5.2	5.4	4.9
90	Characteristics of Faculty	4.7	4.7	4.3	4.6	5.0	5.1	4.4	4.8	5.1
91	Location of Institution	4.9	5.0	4.9	4.8	5.0	5.3	4.2	5.1	5.2
92	Characteristics of Administration	5.2	5.3	4.6*	4.9	5.1	5.6*	5.2	5.4	5.4

Table 22 (Cont.)

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR FEEL THEY WOULD DERIVE FROM STIPULATED FACTORS
(Classified by the Teaching Field of Respondents)

Factor Number	MOTIVATION FACTOR	All Respondents	Journalism	Mathematics	Pharmacy	Philosophy	Physics	Pol. Science	Phys. Educ.	Phych.
1	Faculty Club	3.2	4.0	3.1	4.6*	4.1	3.3	3.5	3.0	2.8
2	Parking Facilities	4.8	4.8	4.8	5.7	4.2	4.6	4.2*	5.1	4.3**
3	Office Space and Equipment	5.2	5.8	5.0	5.4	5.3	5.4	5.2	5.5	5.0
4	Library Facilities and Services for Students	5.3	5.8	5.0*	5.4	5.8	5.5	5.4	5.4	5.2
5	Library Facilities and Services for Your Use	5.2	5.5	5.2	5.4	5.6	5.6	5.1	5.5	5.0
6	Teaching Aids	4.6	5.7*	4.3	5.1	4.7	5.0	3.7**	5.1	4.2*
7	Classrooms and Laboratories	5.0	5.5	4.8	5.4	5.1	4.8	4.8	5.4	4.7*
10	A Private Faculty Dining Room	3.5	3.8	3.2	4.6	3.8	3.4	3.5	4.3	3.1
11	A Convenient Faculty Lounge	3.7	3.4	3.8	4.1	3.6	3.3	3.6	4.4	3.0**
14	Faculty Telephones	4.9	5.2	4.7	5.4	4.6	4.7	4.9	5.2	4.5*
16	Research Facilities	4.9	5.0	4.7	5.0	5.3	5.4	4.8	4.8	5.1
20	Medical Services for Faculty	4.0	4.7	3.9	4.6	4.3	3.2*	4.4	4.2	3.6
21	Secretarial and Clerical Service	5.1	5.5	4.9	5.4	5.2	5.4	5.2	5.4	5.1
22	Student Assistants	4.5	5.1	4.6	5.1	4.7	4.9	4.3	4.5	4.7
23	Janitorial Services	4.2	4.8	4.1	5.3*	4.1	4.1	4.0	5.1*	3.7**

Table 22 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Journalism	Mathematics	Pharmacy	Philosophy	Physics	Pol. Science	Phys. Educ.	Psych.
30	Faculty Promotions in Academic Rank	5.1	5.0	5.1	5.1	5.8	5.0	5.4	4.7	5.2
31	Individual Raises in Salary	5.2	5.6	5.0	5.3	5.8	4.9**	5.3	5.3	5.1
32	Sabbatical Leaves of Absence	5.0	5.7	5.1	5.0	5.7	4.6	5.0	5.2	4.9
33	Non-sabbatical Leaves of Absence with Pay	4.6	5.3	4.5	4.9	5.0	4.5	4.6	4.8	4.6
34	Leaves of Absence without Pay	4.3	5.2	4.2	4.0	4.9	4.1	4.4	4.3	4.0
35	Faculty Tenure	5.0	4.8	4.9	5.3	5.4	4.3*	5.5*	5.4	5.2
36	Faculty Retirement	5.2	5.3	5.1	5.5	5.7	4.3	5.3**	5.6	5.1
37	Faculty Hospitilization Plan	5.1	5.3	5.0	5.5	5.3	4.5*	5.4	5.4	4.9
38	Life and Health Insurance Plan	4.9	5.2	4.9	5.0	5.1	4.5	5.2	4.7	4.6
39	Waiver of Tuition Fees for Faculty Dependents	4.2	5.3	4.1	5.0	4.8	4.5	4.1	4.8	4.0
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	4.8	3.6	4.6	4.9	4.2	4.2	3.8	3.7
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	5.5*	3.9	4.3	4.4	3.3	3.3	4.4	3.5
42	Faculty Travel funds	5.1	5.8	4.9	5.0	5.3	5.1	5.1	5.6	4.8*
43	Release from Teaching ing Assignment	4.7	4.0	4.4	5.0	4.4	4.9	4.8	4.8	4.5
45	Faculty Consulting Activity	4.4	5.5	3.8**	4.7	3.5	4.3	4.5	4.1	4.3

Table 22 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Journalism	Mathematics	Pharmacy	Philosophy	Physics	Pol. Science	Phys. Educ.	Psych.
46	Summer School Teaching	4.7	5.6	4.8	5.4	5.1	4.4	4.3	5.4	4.5
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	4.0	3.0	5.0*	3.3	3.2	2.7	3.6	3.0
51	Academic Freedom	5.4	5.7	5.0*	5.3	5.7	5.3	5.7	5.5	5.6
53	Sponsored Programs	4.4	5.2	4.6	4.4	4.7	4.2	4.0	4.6	4.3
54	Organizational Lines	4.8	5.5	4.5	4.1	4.8	4.6	4.8	5.4	4.6
55	Moving Expenses	4.0	5.0	4.0	4.6	4.3	3.5	4.1	4.0	4.2
60	Faculty Participation in Policy Formulation and Implementation	4.9	5.7	4.8	4.1	5.2	4.1	5.0	5.0	5.0
61	Faculty Participation in Budget Development	4.1	5.2	3.9	4.1	4.6	4.2	4.1	4.4	4.3
62	Faculty Participation in the Determination of Student Conduct	3.8	4.3	3.5	4.6	3.8	4.2	3.9	4.4	3.5
63	Faculty Participation in the Development of Building Programs	3.9	4.8	4.0	4.1	3.9	4.5	3.8	4.6	4.0
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	4.3	3.4	4.4	3.3	3.8	3.3	3.7	3.3
67	Teaching Loads	5.2	6.0	5.1	5.4	5.4	5.1	5.4	5.4	5.1
66	Classroom Assignment	4.3	5.7*	4.3	4.7	4.3	4.4	4.2	5.0	4.2
67	Class Size	4.8	5.7	4.6	4.9	5.1	4.4	4.7	5.2	4.6
68	Class Hours	4.6	5.8*	4.4	4.4	4.4	4.0	4.7	4.6	4.6

Table 22 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Journalism	Mathematics	Pharmacy	Philosophy	Physics	Pol. Science	Phys. Educ.	Psych.
69	Determination of Courses to be Taught	5.2	5.3	5.0	5.1	5.3	5.0	5.7**	5.2	5.3
70	Method of Selecting Department Chairman	4.9	5.3	4.6	4.4	4.8	5.0	5.1	4.8	5.0
71	Method of Selecting Committee Members	4.2	5.2	4.0	3.6	4.5	4.1	4.5	4.5	4.2
72	Salary Continuation During Disability of Faculty Member	5.3	5.8	5.1	5.0	5.3	4.7*	5.2	5.3	5.1
73	Division of Academic Year	4.2	5.0	3.8	4.4	4.7	4.1	3.6	4.7	4.1
74	Organizational Communications	4.7	5.5	4.2*	4.9	4.9	4.5	4.8	4.5	4.7
75	Student Counseling and/or Registration	4.4	5.5*	4.3	4.4	4.6	4.2	4.3	5.0	4.1
80	Provision of Space and Facilities	3.8	5.0	3.5	4.4	3.7	3.6	3.8	3.6	3.6
81	Health Provisions	4.6	4.3	4.5	5.0	4.2	4.3	4.5	4.3	4.3
90	Characteristics of Faculty	4.7	5.3	4.8	4.7	5.3	4.9	4.8	4.6	4.7
91	Location of Institution	4.9	5.5	4.8	4.6	4.9	4.8	5.2	5.4	4.8
92	Characteristics of Administration	5.2	5.7	5.1	5.3	5.3	4.9	5.2	5.4	5.3

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR FEEL THEY WOULD DERIVE FROM STIPULATED FACTORS

(Classified by the Teaching field of Respondents)

Table 22 (Cont.)

Factor Number	MOTIVATION FUNCTION	All Respondents	Religion	Sociology	Zoology	Home Econ.	Law	Other
1	Faculty Club	3.2	3.7	3.0	2.7	3.4	3.0	3.1
2	Parking Facilities	4.8	4.6	4.8	5.4	5.7**	4.3	5.2*
3	Office Space and Equipment	5.2	5.4	4.9	5.8**	5.4	4.6*	5.1
4	Library Facilities and Services for Students	5.3	5.6	5.1	5.6	5.6	5.1	5.4
5	Library Facilities and Services for Your Use	5.2	5.3	4.9	5.4	5.7*	5.1	5.3
6	Teaching Aids	4.6	4.6	4.3	5.6**	5.6**	3.9*	4.9**
7	Classroom and Laboratories	5.0	4.8	4.5**	5.5*	5.4	4.7	5.2
10	A Private Faculty Dining Room	3.5	2.9	3.5	3.7	3.5	3.2	3.5
11	A Convenient Faculty Lounge	3.7	3.9	3.8	3.4	3.9	3.7	3.7
14	Faculty Telephones	4.9	4.9	4.8	5.2	5.2	4.6	5.0
16	Research Facilities	4.9	4.5	4.8	5.3	5.0	4.8	4.8
20	Medical Services for Faculty	4.0	4.4	3.6	4.0	3.9	3.9	4.0
21	Secretarial and Clerical Services	5.1	5.1	4.7*	5.4	5.7*	5.0	5.2
22	Student Assistants	4.5	4.4	4.5	5.4*	4.7	3.9	4.3
23	Janitorial Services	4.2	4.3	3.6**	5.2**	5.3**	3.8	4.5
30	Faculty Promotions in Academic Rank	5.1	5.4	4.9	5.7	5.0	5.2	5.0
31	Individual Raises in Salary	5.2	5.2	4.9	5.4	5.4	5.0	5.2
32	Sabbatical Leaves of Absence	5.0	5.5	5.7	5.5	5.4	4.3*	5.0
33	Non-sabbatical Leaves of Absence with Pay	4.6	5.0	4.6	5.4*	5.0	4.0	4.7

Table 22(Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Religion	Sociology	Zoology	Home Econ.	Law	Other
34	Leaves of Absence without Pay	4.3	4.1	4.6	3.2*	4.9	3.7	4.1
35	Faculty Tenure	5.0	5.2	5.3	4.7	4.8	5.3	5.1
36	Faculty Retirement	5.2	5.3	5.3	5.6	5.0	5.0	5.2
37	Faculty Hospitilization Plan	5.1	5.6	4.7*	5.4	4.8	4.7	5.3
38	Life and Health Insurance Plan	4.9	5.0	4.8	5.2	5.1	4.4	5.1
39	Waiver of tuition Fees for Faculty Dependents	4.2	5.0	4.4	4.7	4.4	4.0	4.5
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	4.7	4.3	4.4	3.8	3.9	4.1
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	4.0	3.9	3.9	5.1**	3.2	3.9
42	Faculty Travel Funds	5.1	5.2	5.2	5.4	5.7*	4.6	5.3
43	Release from Teaching Assignment	4.7	3.8*	4.9	4.7	4.9	4.3	4.6
45	Faculty Consulting Activity	4.4	3.4*	4.6	4.1	3.3**	4.3	4.5
46	Summer School Teaching	4.7	4.2	4.5	4.6	5.3	3.4**	4.7
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	3.2	3.2	3.0	3.7	2.0**	3.2
51	Academic Freedom	5.4	5.8	5.4	5.8	4.9*	5.6	5.5
53	Sponsored Programs	4.4	4.7	4.3	4.4	5.2**	4.2	4.7*
54	Organizational Lines	4.8	5.1	4.6	5.2	5.4	4.5	5.0
55	Moving Expenses	4.0	5.8	4.5	4.5	3.6	3.4	4.3
60	Faculty Participation in Policy Formulation and Implementation	4.9	5.4	4.6	5.4	4.7	4.6	4.8

Table 22 (Cont.)

Factor Number	MOTIVATION FUNCTION	All Respondents	Religion	Sociology	Zoology	Home Econ.	Law	Other
61	Faculty Participation in Budget Development	4.1	3.7	3.8	5.0*	4.1	4.0	4.0
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	4.0	3.9	4.1	3.9	3.9	3.9
63	Faculty Participation in the Development of Building Programs	3.9	3.4	4.3	4.8*	4.2	3.9	3.9
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.0	3.7	3.2	4.2	2.9	3.8
65	Teacher Loads	5.2	5.4	5.2	5.2	5.4	4.5*	5.1
66	Classroom Assignment	4.3	5.0	3.8*	5.2*	5.3**	3.8	4.6
67	Class Size	4.8	5.3	4.7	5.7**	5.2	4.0	5.0
68	Class Hours	4.6	4.5	4.6	5.5*	5.0	4.8	4.7
69	Determination of Course to be Taught	5.2	5.2	5.2	5.3	5.2	5.2	5.2
70	Method of Selecting Department Chairman	4.9	4.8	5.1	5.6*	4.9	4.8	5.0
71	Method of Selecting Committee Members	4.2	4.4	4.2	4.9	4.6	3.9	4.4
72	Salary Continuation During Disability of Faculty Member	5.3	5.3	5.2	5.8*	5.2	5.2	5.3
73	Division of Academic Year	4.2	4.2	4.4	5.2*	4.7	4.0	4.3
74	Organizational Communications	4.7	4.8	4.6	5.7**	4.6	4.7	5.0
75	Student Counseling and/or Registration	4.4	4.5	4.2	5.4**	5.4**	3.9	4.4
80	Provision of Space and Facilities	3.8	4.3	4.1	4.3	4.3	4.4	4.2
81	Health Provisions	4.6	5.2	4.8	5.5*	4.7	4.2	5.0*

Table 22 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Religion	Sociology	Zoology	Home Econ.	Law	Other
90	Characteristics of Faculty	4.7	4.9	4.7	4.8	5.0	4.9	4.9
91	Location of Institution	4.9	4.6	4.9	5.3	5.0	5.1	4.9
92	Characteristics of Administration	5.2	5.3	5.0	5.6	5.2	4.7	5.3

Table 23
MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Teaching Field of Respondents)

Factor Number	MOTIVATION FACTOR	All Respondents	Art & Theatre	Agriculture	Biochemistry	Biology	Botany	Bus. Administration	Chemistry	Economics
1	Faculty Club	3.4	2.9	3.2	2.1*	2.9	3.1	2.2	3.0	3.6
2	Parking Facilities	4.7	5.4*	4.9	4.4	4.3	5.0	4.7	4.5	4.6
3	Office Space and Equipment	5.2	5.6	5.7	5.4	5.1	5.7	5.1	5.3	5.2
4	Library Facilities and Services for Students	5.6	5.9	5.2	5.4	5.6	5.8	5.5*	5.3*	5.4*
5	Library Facilities and Services for Your Use	5.5	5.6	5.1	5.4	5.5	5.8	5.3**	5.2*	5.5
6	Teaching Aids	4.7	5.5	5.2	4.7	5.0	5.9**	4.4*	4.7	4.2**
7	Classrooms and Laboratories	5.0	5.6	5.2	5.1	4.8	5.8*	4.9	5.0	4.9
10	A Private Faculty Dining Room	3.5	3.3	3.5	2.9	2.9	3.6	3.4	3.3	3.6
11	A Convenient Faculty Lounge	3.7	1.6**	3.6	2.0**	2.6**	4.0	3.6	3.2	3.7
14	Faculty Telephones	4.9	4.6	5.0	4.5	4.8	4.9	4.7*	4.9	4.8
16	Research Facilities	5.2	5.0	5.6	5.6	5.2	5.5	5.1	5.3	5.2

[1] Factors are listed in descending order of motivational influence.

[2] See Table 1 for definitions of motivational factors.

[3] Sum of respondents in each classification does not equal total N as some respondents did not check classification.

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Art & Theatre	Agriculture	Biochemistry	Biology	Botony	Bus. Adm.	Chemistry	Economics
20	Medical Services for Faculty	3.9	3.9	4.1	3.4	3.7	4.3	3.2**	3.7	3.9
21	Secretarial and Clerical Service	5.3	5.2	5.4	5.0	5.3	5.1	5.3	5.1	5.3
22	Student Assistants	4.6	4.2	4.9	3.8	4.5	5.4*	4.8*	4.4	4.7
23	Janitorial Services	4.3	5.1*	4.4	3.8	4.3	5.0	3.8**	4.3	4.0
30	Faculty Promotions in Academic Rank	5.5	5.7	5.5	5.3	5.6	5.4	5.4	5.2	5.5
31	Individual Raises in Salary	5.4	5.8	5.7	5.2	5.5	5.5	5.3	5.2	5.5
32	Sabbatical Leaves of Absence	5.0	5.6*	5.3	4.8	5.0	5.4	4.6**	4.6	5.0
33	Non-sabbatical Leaves of Absence with Pay	4.6	5.4**	4.6	3.8	4.2	5.0	4.1**	4.4	4.5
34	Leaves of Absence Without Pay	4.2	4.8*	4.7	3.5	3.5	4.3	4.1	3.8	4.4
35	Faculty Tenure	4.9	5.3	3.9*	4.6	5.0	4.7	4.4**	5.1	4.9
36	Faculty Retirement	5.1	5.7*	4.4	5.3	4.8	5.7	4.9	5.0	5.1
37	Faculty Hospitalization Plan	5.1	5.7*	5.0	4.0**	5.2	5.4	4.6**	5.1	5.2
38	Life and Health Insurance Plan	4.8	5.4**	5.0	3.9*	4.4	5.0	4.5**	4.8	4.9
39	Waiver of Tuition Fees for Faculty Dependents	4.3	4.8	3.7	3.3	4.6	5.2*	3.8**	3.9	4.0
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	4.1	3.0	4.1	4.6	4.9	3.6*	3.8	3.7

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Art & Theatre	Agriculture	Biochemistry	Biology	Botany	Bus. Adm.	Chemistry	Economics
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	4.5*	3.6	2.7	4.3	4.7	3.2**	3.1	3.3**
42	Faculty Travel Funds	5.0	5.4	5.1	4.5	4.7	5.4	4.8**	4.8	4.9
43	Release from Teaching Assignment	4.6	5.2	4.6	4.1	4.2	5.2	4.4*	4.0**	4.8
45	Faculty Consulting Activity	4.2	4.1	4.2	3.1*	3.4	3.6	4.5*	4.2	4.4
46	Summer School Teaching	4.4	5.0	4.3	1.3**	3.9	5.2	4.4	4.1	3.8**
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.5	3.2	1.1**	3.1	2.5	3.6	2.5**	3.2
51	Academic Freedom	5.5	5.7	5.1	5.3	5.6	5.5	5.3	5.2	5.5
53	Sponsored Programs	4.6	5.6	4.8	4.1	4.4	4.6	4.0**	4.3	4.2
54	Organizational Lines	5.0	5.6	5.3	5.2	4.8	5.2	4.7**	5.0	4.6**
55	Moving Expenses	4.1	4.2	3.6	2.9*	4.3	4.2	3.9	3.8	3.9
60	Faculty Participation in Policy Formulation and Implementation	5.1	5.5	4.8	4.7	5.2	5.4	4.8*	4.6*	4.8*
61	Faculty Participation in Budget Development	4.2	5.1**	4.3	3.4	4.6	4.3	3.6**	3.9	3.9
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	4.8**	4.0	2.6*	2.9*	4.0	3.5**	3.7	3.6
63	Faculty Participation in the Development of Building Programs	4.1	4.9*	4.4	3.8	4.1	4.4	3.3**	4.6	3.6**

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Art & Theatre	Agriculture	Biochemistry	Biology	Botany	Bus. Adm.	Chemistry	Economics
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	4.2*	4.1	2.9	3.2	3.6	3.2	3.8	2.8**
65	Teaching Load	5.3	5.6	4.9	5.1	5.2	5.8	5.3	5.2	5.1**
66	Classroom Assignment	4.2	4.8	4.2	3.2	3.7	4.4	3.7**	4.1	3.6**
67	Class Size	4.8	5.6**	3.9	4.6	4.6	5.1	4.8	4.6	4.4**
68	Class Hours	4.5	4.7	4.1	3.1*	3.7*	4.8	4.3	4.2	4.5
69	Determination of Courses to be Taught	5.2	5.7	5.1	4.6	4.9	5.3	5.1	5.0	5.2
70	Method of Selecting Department Chairman	5.0	5.5	4.7	5.3	4.6	5.4	4.9	4.9	4.8
71	Method of Selecting Committee Members	4.3	4.6	3.1**	3.7	4.3	4.4	3.8**	4.3	3.9*
72	Salary Continuation During Disability of Faculty Member	5.3	5.7	4.9	5.0	5.5	5.4	5.1*	5.2	5.2
73	Division of Acacemic Year	4.0	4.6	2.7*	2.2**	3.3	4.5	3.7	3.5	3.7
74	Organizational Communications	4.8	5.2	4.3	4.8	4.6	4.8	4.9	4.4	4.5*
75	Student Counseling and/or Registration	4.6	5.2	4.4	4.4	4.8	4.8	4.4*	4.5	4.1**
80	Provision of Space and Facilities	3.7	3.8	3.9	4.4	3.9	4.3	3.0**	3.6	3.5
81	Health Provisions	4.5	4.7	4.8	4.5	5.0	4.2	4.0**	4.5	4.2
90	Characteristics of Faculty	4.8	5.1	4.5	4.3	4.5	5.1	4.7	4.5	4.8

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Art & Theatre	Agriculture	Biochemistry	Biology	Botany	Bus. Adm.	Chemistry	Economics
91	Location of Institute	4.8	4.7	4.4	4.1	4.7	5.2	4.8	4.3*	4.7
92	Characteristics of Administration	5.3	5.7	5.4	5.4	5.4	5.7	5.2	5.3	5.1**

Table 23 (Cont.)

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Teaching Field of Respondent)

Factor Number	MOTIVATION FACTOR	All Respondents	Education	Educ. Psych.	Engineering	English	For. Lang.	Geography	Geology
1	Faculty Club	3.4	3.7*	3.3	3.2	3.4	3.4	3.4	4.6
2	Parking Facilities	4.7	5.1**	4.4	5.0	4.2**	4.9	4.9	5.1
3	Office Space and Equipment	5.2	5.4	5.2	5.2	5.1	5.4	5.6	5.9
4	Library Facilities and Services for Students	5.6	5.7*	5.5	5.2**	5.7	5.8	5.6	5.8
5	Library Facilities and Services for Your Use	5.5	5.6*	5.4	5.2**	5.6	5.6	5.5	5.9
6	Teaching Aids	4.7	5.3**	4.8	4.5	4.1**	4.6	4.9	5.6
7	Classrooms and Laboratories	5.0	5.3**	5.0	4.9	4.9	5.1	5.0	5.3
10	A Private Faculty Dining Room	3.5	3.9**	3.3	3.4	3.8	4.3*	3.0	4.0
11	A Convenient Faculty Lounge	3.7	4.3**	4.0	3.5	4.2*	4.3	3.3	4.1
14	Faculty Telephones	4.9	5.2**	4.7	4.8	4.7	5.1	4.8	5.1
16	Research Facilities	5.2	5.2	5.0	5.1	4.9*	5.1	5.4	5.7
20	Medical Services for Faculty	3.9	4.3**	4.4	3.7	4.3*	4.9**	3.9	4.5
21	Clerical and Secretarial Service	5.3	5.6**	5.1	5.2	5.0*	5.3	5.4	4.4*
22	Student Assistants	4.6	4.7	4.5	4.3	4.0**	3.5**	4.5	5.1
23	Janitorial Services	4.3	4.9**	4.4	4.1	3.9*	4.9	4.2	4.7
30	Faculty Promotion in Academic Rank	5.5	5.5	5.4	5.0**	5.6	5.5	5.7	5.6
31	Individual Raises in Salary	5.4	5.6	5.4	5.0**	5.5	5.5	5.5	5.6

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Education	Educ Psych	Engineering	English	For. Lang.	Geography	Geology
32	Sabbatical Leaves of Absence	5.0	5.3**	4.9	4.6	5.2	5.3	5.5	4.5
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.8	4.3	4.2	4.7	4.8	5.2	5.0
34	Leaves of Absence without Pay	4.2	4.6**	3.9	4.0	3.8	4.0	4.5	3.8
35	Faculty Tenure	4.9	5.1	4.5	4.1**	5.4**	5.3	5.3	5.3
36	Faculty Retirement	5.1	5.4**	4.3**	4.8	4.9	5.3	4.9	5.6
37	Faculty Hospitilization Plan	5.1	5.3**	4.9	4.9	5.2	5.4	5.1	5.3
38	Life and Health Insurance Plan	4.8	5.1**	4.7	4.4*	4.8	5.3*	5.1	5.1
39	Waiver of tuition Fees for Faculty Dependents	4.3	4.6*	4.7	4.5	4.2	4.6	4.5	5.4
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	4.1	4.2	4.1	4.0	4.4	4.2	5.4
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	4.4**	4.7	3.9	3.7	4.8*	4.2	4.8
42	Faculty Travel Funds	5.0	5.2	5.2	4.9	5.0	4.9	5.2	5.4
43	Release From Teaching Assignment	4.6	4.9*	4.3	4.3	4.5	4.6	4.6	4.9
45	Faculty Consulting Activity	4.2	4.6**	4.2	4.9**	3.5**	3.4*	4.3	4.7
46	Summer School Teaching	4.4	5.0**	5.1	4.3	4.3	4.9	4.6	4.4
50	Faculty Participation in Adult Education and/or Similar Programs	3.4	4.0**	4.0	2.2	3.3	3.7	3.2	4.1
51	Academic Freedom	5.5	5.6	5.3	4.5**	5.5	5.8	6.0*	5.8

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Education	Educ. Psych	Engineering	English	For. Lang.	Geography	Geology
53	Sponsored Programs	4.6	**5.0	4.3	*4.0	**5.1	5.0	4.4	4.4
54	Organizational Lines	5.0	**5.4	*4.5	4.7	4.9	5.3	5.4	4.9
55	Moving Expenses	4.1	4.0	3.6	4.3	3.9	4.5	4.0	4.3
60	Faculty Participation in Policy Formulation and Implementation	5.1	*5.3	5.1	**4.6	*5.4	*5.5	*5.7	5.3
61	Faculty participation in Budget Development	4.2	**4.6	3.7	3.8	4.5	4.4	*5.1	4.4
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	**4.4	3.0	3.9	3.8	3.6	4.6	3.8
63	Faculty Participation in the Development of Building Programs	4.1	**4.5	3.7	4.0	4.0	3.7	4.2	4.7
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	**4.0	3.1	3.7	*3.0	4.1	3.4	3.9
65	Teaching Loads	5.3	*5.5	5.3	5.1	5.3	5.5	5.3	5.4
66	Classroom Assignment	4.2	**4.9	4.5	4.0	4.3	4.4	3.8	4.1
67	Class Size	4.8	*5.1	5.0	4.6	*5.2	**5.4	4.8	4.8
68	Class Hours	4.5	*4.7	4.7	4.0	4.6	4.5	4.4	**2.4
69	Determination of Courses to be Taught	5.2	5.2	5.4	5.0	5.3	5.6	5.2	5.3
70	Method of Selecting Department Chairman	5.0	*5.3	4.5	4.8	5.0	5.4	4.6	4.8
71	Method of Selecting Committee Members	4.3	**4.7	4.1	*3.7	4.5	*4.9	3.9	5.1

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Education	Educ. Psych.	Engineering	English	For. Lang.	Geography	Geology
72	Salary Continuation During Disability of Faculty Member	5.3	5.5*	5.4	5.1	5.3	5.7*	5.8	5.6
73	Division of Academic Year	4.0	4.5**	3.3	3.7	4.2	4.6	4.2	3.3
74	Organizational Communications	4.8	5.2**	4.6	4.4*	4.8	5.2	3.9*	5.3
75	Student Counseling and/or Registration	4.6	5.2**	4.2	4.4	4.7	5.0	3.9	5.5
80	Provision of Space and Facilities	3.7	4.0	3.4	4.1	3.6	4.3	3.5	4.6
81	Health Provisions	4.5	5.0**	4.4	4.5	4.6	4.9	5.2	4.8
90	Characteristics of Faculty	4.8	4.8	4.5	4.6	5.2*	5.1	4.4	5.3
91	Location of Institution	4.8	5.0*	4.7	4.7	5.0	5.0	4.1*	4.3
92	Characteristics of Administration	5.3	5.5*	4.9*	5.1	5.3	5.5	5.1	5.6

Table 23 (Cont.)

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Teaching Field of Respondent)

	MOTIVATION FACTOR									
1	Faculty Club	3.4	3.5	4.1	3.2	4.3	4.1	3.3	3.6	3.5
2	Parking Facilities	4.7	4.7	4.9	4.5	5.6	4.2	4.6	4.7	5.2
3	Office Space and Equipment	5.2	5.3	6.0*	5.2	5.4	5.3	5.4	5.3	5.6
4	Library Facilities and Services for Students	5.6	5.9**	5.8	5.4	5.6	5.8	5.5	5.6	5.7
5	Library Facilities and Services for Your Use	5.5	5.7	5.8	5.6	5.9	5.6	5.6	5.5	5.6
6	Teaching Aids	4.7	4.6	5.5	4.5	5.1	4.7	5.0	4.0**	5.3
7	Classrooms and Laboratories	5.0	5.0	5.7	5.0	5.6	5.1	4.8	5.0	5.2
10	A Private Faculty Dining Room	3.5	3.9	4.0	3.3	4.9*	3.8	3.4	3.6	3.9
11	A Convenient Faculty Lounge	3.7	3.9	3.3	3.7	4.3	3.6	3.3	3.7	4.2
14	Faculty Telephones	4.9	4.8	5.2	4.8	5.6	4.6	4.7	5.0	5.2
16	Research Facilities	5.2	5.3	5.1	5.2	5.3	5.3	5.4	5.2	5.3
20	Medical Services for Faculty	3.9	4.5*	4.7	3.8	4.4	4.3	3.2*	4.6*	4.3
21	Secretarial and Clerical Service	5.3	5.5	5.5	5.1	5.6	5.2	5.4	5.4	5.5
22	Student Assistants	4.6	4.6	5.1	4.5	4.9	4.7	4.9	4.5	4.4
23	Janitorial Services	4.3	4.3	5.0	4.0	4.7	4.1	4.1	4.1	5.3**
30	Faculty Promotions in Academic Rank	5.5	5.7	5.1	5.4	5.4	5.8	5.0*	5 7	5.2

Table 23(Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	History	Journalism	Mathematics	Pharmacy	Philosophy	Physics	Pol. Science	Phys. Educ.
31	Individual Raises in Salary	5.4	5.7	5.8	5.3	5.4	5.8	4.9**	5.4	5.4
32	Sabbatical Leaves of Absence	5.0	5.6**	5.7	4.9	4.7	5.7	4.6	5.1	5.5
33	Non-sabbatical Leaves of Absence with Pay	4.6	5.3**	5.3	4.5	4.1	5.0	4.5	4.8	4.7
34	Leaves of Absence Without Pay	4.2	4.2	5.0	3.9	3.8	4.9	4.1	4.6	4.2
35	Faculty Tenure	4.9	5.3	4.7	4.5	5.2	5.4	4.3*	5.0	4.9
36	Faculty Retirement	5.1	5.2	5.2	4.8	5.5	5.7	4.3**	4.9	5.3
37	Faculty Hospitilization Plan	5.1	5.4	5.0	4.8	5.7	5.3	4.5*	5.3	5.4
38	Life and Health Insurance Plan	4.8	5.2	4.7	4.7	5.1	5.1	4.5	5.1	4.2*
39	Waiver of Tuition Fees for Faculty Dependents	4.3	4.5	5.1	4.0	4.7	4.8	4.5	3.9	4.0
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	4.3	4.5	3.8	4.3	4.9	4.2	4.1	3.8
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.8	5.5*	4.1	4.0	4.4	3.3	3.0*	4.3
42	Faculty Travel Funds	5.0	5.1	5.8	4.8	5.0	5.3	5.1	5.0	5.6*
43	Release from Teaching Assignment	4.6	4.9	4.7	4.2	4.7	4.4	4.9	4.6	4.6
45	Faculty Consulting Activity	4.2	4.0	5.7*	3.4**	4.7	3.5	3.9	3.9	3.8
46	Summer School Teaching	4.4	4.7	6.0*	4.6	4.6	4.7	4.2	3.8*	5.0

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	History	Journalism	Mathematics	Pharmacy	Philosophy	Physics	Pol. Science	Phys. Educ.
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.7	4.0	3.0	5.4**	2.9	3.1	2.9	3.7
51	Academic Freedom	5.5	5.7	5.8	5.2	4.9	5.8	5.5	5.7	5.4
53	Sponsored Programs	4.6	4.8	5.7*	4.3	4.4	4.9	4.6	4.4	4.8
54	Organizational Lines	5.0	5.2	5.5	5.8	4.7	5.1	4.8	5.1	5.5
55	Moving Expenses	4.1	4.5	5.3	3.9	4.7	4.3	3.8	4.5	3.7
60	Faculty Participation in Policy Formulation and Implementation	5.1	5.2	5.7	5.1	4.6	5.3	4.9	5.0	5.0
61	Faculty Participation in Budget Development	4.2	4.1	5.0	4.1	4.1	4.7	4.2	4.1	4.2
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	3.8	4.0	3.5	5.0	3.9	4.3	4.0	4.4
63	Faculty Participation in the Development of Building Programs	4.1	4.5	5.1	4.3	4.7	3.9	4.5	3.8	4.8
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	3.4	4.3	3.1	4.4	3.1	3.9	3.6	4.1
65	Teaching Loads	5.3	5.5	6.0	5.3	5.4	5.4	5.1	5.3	5.5
66	Classroom Assignment	4.2	4.5	5.7*	4.2	4.7	4.6	4.1	4.1	5.0
67	Class Size	4.8	4.9	5.7	4.8	4.7	5.1	4.5	4.6	5.1
68	Class Hours	4.5	4.9	5.8	4.2	4.4	4.4	3.8*	4.5	4.6

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	History	Journalism	Mathematics	Pharmacy	Philosophy	Physicl	Pol. Science	Phys. Educ.
69	Determination of Courses to be Taught	5.2	5.4	5.3	5.0	5.3	5.3	4.9	5.7**	5.2
70	Method of Selecting Department Chairman	5.0	5.2	5.2	4.9	4.4	5.0	5.0	5.2	4.8
71	Method of Selecting Committee Members	4.3	4.4	5.2	4.2	3.6	4.7	4.2	4.5	4.6
72	Salsry Continuation During Disability of Faculty Member	5.3	5.4	5.8	5.2	4.7	5.3	4.7**	5.2	5.4
73	Division of Academic Year	4.0	4.5	5.0	3.6	4.1	4.0	3.8	3.4*	4.8
74	Organizational Communications	4.8	4.9	6.0*	4.3**	5.3	4.8	4.6	4.9	4.3
75	Student Counseling and/or Registration	4.6	4.8	6.0*	4.7	4.4	4.9	4.4	4.6	5.1
80	Provision of Space Facilities	3.7	4.3*	4.7	3.6	4.3	2.7	3.7	3.8	3.6
81	Health Provisions	4.5	4.9	4.3	4.4	4.4	3.7	4.1	4.4	4.5
90	Characteristics of Faculty	4.8	5.2*	5.3	4.7	5.1	5.3	5.0	4.9	4.6
91	Location of Institution	4.8	5.1	5.3	4.6	4.6	5.0	4.6	5.0	5.0
92	Characteristics of Administration	5.3	5.4	5.6	5.2	5.1	5.5	5.9*	5.3	5.4

Table 23 (Cont.)

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Teaching Field of Respondents)

Factor Number	MOTIVATION FACTOR	All Respondents	Psych.	Religion	Sociology	Zoology	Home Econ.	Law	Other
1	Faculty Club	3.4	2.9*	3.4	3.1	2.7	3.1	3.1	3.5
2	Parking Facilities	4.7	4.1**	4.1	4.6	5.2	5.0	4.4	5.0*
3	Office Space and Equipment	5.2	5.0	5.4	5.2	5.8*	5.7	4.8	5.3
4	Library Facilities and Services for Students	5.6	5.6	5.7	5.6	5.9	5.9	5.2	5.7*
5	Library Facilities and Services for Your Use	5.5	5.5	5.5	5.6	5.7	5.9*	5.3	5.5
6	Teaching Aids	4.7	4.3*	4.9	4.4	5.2	5.5**	3.9*	5.1**
7	Classrooms and Laboratories	5.0	4.8	4.8	4.7	5.6	5.3	4.8	5.2
10	A Private Faculty Dining Room	3.5	2.9**	2.9	3.3	3.9	3.1	3.5	3.5
11	A Convenient Faculty Lounge	3.7	2.9**	3.9	3.7	3.6	3.9	3.8	3.7
14	Faculty Telephones	4.9	4.7	4.9	4.7	5.0	5.4	4.7	5.0
16	Research Facilities	5.2	5.4	4.9	5.3	5.6	5.2	5.1	5.2
20	Medical Services for Faculty	3.9	3.6	4.2	3.6	3.6	3.5	3.8	3.9
21	Secretarial and Clerical Service	5.3	5.2	5.1	5.2	5.5	5.6	4.9	5.3
22	Student Assistants	4.6	4.8	4.0	4.8	5.3*	4.8	4.2	4.5
23	Janitorial Services	4.3	3.6**	4.6	3.9	5.3**	5.4**	3.8	4.7*
30	Faculty Promotions in Academic Rank	5.5	5.4	5.5	5.3	5.7	5.3	5.5	5.4
31	Individual Raises in Salary	5.4	5.2	5.4	5.1*	5.6	5.3	5.4	5.5

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Psych.	Religion	Sociology	Zoology	Home Econ.	Law	Other
32	Sabbatical Leaves of Absence	5.0	4.8	5.4	5.2	5.7*	4.9	4.7	5.1
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.2	4.8	4.7	5.3	5.0	4.5	4.7
34	Leaves of Absence Without Pay	4.2	4.0	3.8	4.5	3.7	4.9*	3.8	3.8
35	Faculty Tenure	4.9	4.8	5.1	5.1	4.6	4.8	5.2	4.9
36	Faculty Retirement	5.1	5.0	5.3	5.1	5.6	4.9	4.9	5.1
37	Faculty Hospitilization Plan	5.1	4.8	5.5	4.8	5.4	4.8	4.7	5.2
38	Life and Health Insurance Plan	4.8	4.4*	5.1	4.9	5.2	5.1	4.4	5.0
39	Waiver of Tuition Fees for Faculty Dependents	4.3	3.9	5.2	4.6	5.1	4.9	4.0	4.6
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	4.0	5.1	4.4	4.7	4.3	3.9	4.3
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.5	4.0	4.2	4.1	5.3**	3.2	4.1
42	Faculty Travel Funds	5.0	4.9	5.4	5.3	5.8**	4.3**	5.2	
43	Release from Teaching Assignment	4.6	4.6	3.8*	4.9	4.9	4.2	4.5	
45	Faculty Consulting Activity	4.2	4.0	3.4	4.5	3.8	3.9	4.1	4.4
46	Summer School Teaching	4.4	4.2	4.6	4.5	4.3	4.8	3.4*	4.3
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.4	2.9	3.2	3.2	4.1	2.2**	3.8
51	Academic Freedom	5.5	5.7	5.5	5.7	5.8	4.8**	5.5	5.6

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Psych.	Religion	Sociology	Zoology	Home Econ.	Law	Other
53	Sponsored Programs	4.6	4.4	4.8	4.3	4.8	5.3*	4.4	4.9*
54	Organizational Lines	5.0	4.8	5.3	4.9	5.6	5.4	4.5	5.3*
55	Moving Expenses	4.1	4.4	4.4	4.2	4.5	3.3	3.4	4.4
60	Faculty Participation in Policy Formulation and Implementation	5.1	5.3	5.5	5.0	5.6	4.7	4.9	5.0
61	Faculty Participation in Budget Development	4.2	4.5	3.9	4.0	5.3	3.8	3.9	4.2
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	3.9	4.2	3.9	4.4	3.9	4.1	4.1
63	Faculty Participation in the Development of Building Programs	4.1	4.5	3.9	4.4	5.2**	4.1	4.0	4.1
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	3.3	2.8	3.4	3.3	4.1	2.8	3.9
65	Teaching Loads	5.3	5.3	5.5	5.2	5.6	5.3	4.6**	5.3
66	Classroom Assignment	4.2	3.9	4.9	3.9	5.0	5.3**	3.8	4.6
67	Class Size	4.8	4.7	5.4	4.5	5.6*	5.4	4.2*	5.1
68	Class Hours	4.5	4.4	4.3	4.4	5.1	5.0	4.5	4.5
69	Determination of Courses to be Taught	5.2	5.3	5.3	5.3	5.6	5.1	5.2	5.2
70	Method of Selecting Department Chairman	5.0	5.0	4.8	5.2	5.8*	4.7	4.8	5.3
71	Method of Selecting Committee Members	4.3	4.2	4.6	4.5	5.0	4.6	3.8	4.4

Table 23 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents	Psych.	Religion	Sociology	Zoology	Home Econ.	Law	Other
72	Salary Continuation During Disability of Faculty Member	5.3	5.1	5.3	5.2	5.5	5.4	5.1	5.4
73	Division of Academic Year	4.0	3.9	3.7	4.2	4.9*	4.2	3.8	4.2
74	Organizational Communications	4.8	4.7	4.8	4.7	5.6*	4.5	4.6	5.2**
75	Student Counseling and/or Registration	4.6	4.4	4.9	4.5	5.5*	5.2	3.9	4.7
80	Provision of Space and Facilities	3.7	3.6	4.2	3.9	4.3	3.8	4.3	4.0
81	Health Provisions	4.5	4.3	5.2	4.6	5.2	4.4	4.2	5.0**
90	Characteristics of Faculty	4.8	4.7	4.8	4.8	4.7	4.9	4.9	4.9
91	Location of Institution	4.8	4.4*	4.7	4.8	5.1	4.6	5.0	4.9
92	Characteristics of Administration	5.3	5.4	5.5	5.3	5.5	5.1	4.8*	5.4

Table 24

MEAN SATISFACTION WHICH RESPONDENTS DERIVE OR BELIEVE THEY WOULD DERIVE FROM STIPULATED FACTORS

(Classified by Race and Income of Respondents)

Factor Number[1]	MOTIVATION[2] FACTOR	All Respon-dents N=1175[3]	White N=1026	Colord N=58	Under $7,000 N=39	$7,001-$9,000 N=119	$9,001-$12,000 N=119	$12,001-$15,000 N-286	Over $15,000 N=386
51	Academic Freedom	5.4	5.4	5.5	5.4	5.4	5.5	5.3	5.4
4	Library Facilities and Services for Students	5.3	5.3	5.5	5.4	5.3	5.4	5.3	5.2
5	Library Facilites and Services for Your Use	5.2	5.2	5.4*	5.1	5.2	5.3	5.2	5.2
31	Individual Raises in Salary	5.2	5.2	5.3	5.2	5.3	5.3	5.2	5.1
30	Faculty Promotions in Academic Rank	5.1	5.1	5.2	4.9	5.2	5.2	5.1	5.1
72	Salary Continuation During Disability of Faculty Member	5.3	5.2	5.3	5.0	5.4	5.3	5.2	5.2
65	Teaching Loads	5.2	5.2	5.4	5.1	5.5**	5.3	5.1	5.0*
92	Characteristics of Administration	5.2	5.2	5.4	5.1	5.3	5.3*	5.2	5.1
69	Determination of Courses to be Taught	5.2	5.2	5.4	5.2	5.3	5.3*	5.2	5.1*

[1] Factors are listed in descending order of Motivational influence.

[2] See Table 1 for definitions of motivational factors.

[3] Sum of respondents in each classification does not equal total N as some respondents did not check "race" or "income."

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 24 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respon-dents N=1175	White N=1026	Colored N=58	Under $7,000 N=39	$7,001-$9,000 N=119	$9,001-$12,000 N=309	$12,001-$15,000 N=286	Over $15,000 N=386
21	Secretarial and Clerical Service	5.1	5.2	4.9	4.9	5.2	5.0	5.2	5.2
3	Office Space and Equipment	5.2	5.2	5.2	4.9	5.2	5.2	5.2	5.1
36	Faculty Retirement	5.2	5.2	5.4	4.9	5.2	5.3	5.3	5.1
37	Faculty Hospitalization Plan	5.1	5.1	5.2	5.3	5.2	5.2	5.1	5.0*
32	Sabbatical Leaves of Absence	5.0	5.0	5.2	5.2	5.2	5.1	5.0	4.9
42	Faculty Travel Funds	5.1	5.1	5.2	5.0	5.3	5.1	5.0	
70	Method of Selecting Department Chairman	4.9	4.9	5.0	4.3**	5.0	5.1	4.9	4.9
16	Research Facilities	4.9	4.8	5.0	4.1	4.9	4.8	4.8	5.0*
35	Faculty Tenure	5.0	5.0	5.2	4.9	5.1	5.2	5.0	4.9
7	Classrooms and Laboratories	5.0	5.0	5.3	4.7	5.1	5.1	5.0	4.9
60	Faculty Participation in Policy Formulation and Implementation	4.9	4.9	5.1	4.7	5.1*	5.1*	4.8	4.7*
54	Organizational Lines	4.8	4.8	5.1	4.7	5.1	5.0*	4.9	4.6**
38	Life and Health Insurance Plan	4.9	4.9	5.0	4.9	4.7	5.0	4.9	4.8
91	Location of Institution	4.9	4.9	5.1	4.9	5.2*	5.1	4.9	4.8*
14	Faculty Telephones	4.9	4.9	5.0	4.8	5.1*	4.8	4.9	4.8
67	Class Size	4.8	4.8	5.2*	5.1	5.3**	4.9*	4.7	4.5**
74	Organizational Communications	4.7	4.7	5.0	4.5	4.8	4.7	4.7	4.6

Table 24 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respon-dents N=1175	White N = 1026	Colored N=58	Under $7,000 N=39	$7,001-$9,000 N=119	$9,001-$12,000 N=309	$12,001-$15,000 N=286	Over $15,000 N=386
90	Characteristics of Faculty	4.7	4.7	4.8	5.1	4.7	4.9	4.6	4.7
2	Parking Facilities	4.8	4.8	5.1	4.6	5.2**	4.8	4.8	4.7
43	Release from Teaching Assignment	4.7	4.6	5.1**	4.5	4.8	4.7	4.6	4.6
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.6	4.8	4.7	4.9*	4.8	4.5	4.5
81	Health Provisions	4.6	4.6	4.6	4.7	4.6	4.8	4.7	4.4*
6	Teaching Aids	4.6	4.5	5.1**	4.4	4.9**	4.7	4.6	4.3**
46	Summer School Teaching	4.7	4.7	4.7	4.9	5.2**	4.8	4.8	4.2**
68	Class Hours	4.6	4.6	4.9	4.7	5.0**	4.8	4.7	4.3**
22	Student Assistants	4.5	4.5	4.6	4.2	4.6	4.4	4.6	4.5
75	Student Counseling and/or Registration	4.4	4.4	4.8*	4.2	4.8**	4.5	4.4	4.1**
53	Sponsored Programs	4.4	4.3	5.0**	4.7*	4.7	4.5	4.4	4.1**
39	Waiver of Tuition Fees for Faculty Dependents	4.2	4.3	4.4	4.4	4.5	4.5	4.1	4.1
66	Classroom Assignment	4.3	4.3	4.9**	4.3	4.8**	4.6*	4.3	4.0**
45	Faculty Consulting Activity	4.4	4.4	4.6	4.4	4.3	4.3	4.3	4.5
23	Janitorial Services	4.2	4.2	4.7	4.1	4.7	4.4	4.3	3.9
71	Method of Selecting Committee Members	4.2	4.2	4.5	4.0	4.4	4.3	4.2	4.0
34	Leaves of Absence without Pay	4.3	4.2	4.4	4.6	4.6	4.3	4.3	4.2

Table 24 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	White N=1026	Colored N=58	Under $7,000 N=39	$7,000–$9,000 N=119	$9,001–$12,000 N=309	$12,001–$15,000 N=286	Over $15,000 N=386
61	Faculty Participation in Budget Development	4.1	4.0	4.5	4.1	4.5*	4.5**	3.9	3.7**
73	Division of Academic Year	4.2	4.2	4.3	4.0	4.4	4.3	4.1	4.0
40	Tuition Grants for Faculty Children Attending Other Colleges	3.8	3.8	3.9	3.8	4.0	4.0	3.7	3.8
55	Moving Expenses	4.0	4.0	4.5	4.4	4.4*	4.1	3.9	3.9
63	Faculty Participation in the Development of Building Programs	3.9	3.9	4.6**	3.5	4.2*	4.1	3.9	3.7*
20	Medical Services for Faculty	4.0	3.9	4.5*	4.1	4.2	4.2*	3.8	3.8
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.8	4.1	4.0	4.4**	4.2**	3.7	3.3**
62	Faculty Participation in the Determination of Standards of Student Conduct	3.8	3.7	4.4*	3.9	4.1	4.0	3.6	3.6*
80	Provision of Space and Facilities	3.8	3.8	4.0	3.3	3.9	4.0	3.8	3.7
11	A Convenient Faculty Lounge	3.7	3.7	4.0	3.7	4.2**	3.8	3.7	3.5
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.4	3.5	3.8	2.8	4.0**	3.5	3.4	3.3
10	A Private Faculty Dining Room	3.5	3.5	4.0*	3.2	3.6	3.6	3.5	3.6
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.3	3.3	3.6	3.7	3.7*	3.6*	3.2	3.1*
1	Faculty Club	3.2	3.1	3.6	2.5*	3.3	3.0	3.1	3.4**

Table 25

MEAN IMPORTANCE ASSIGNED TO EACH STIPULATED FACTOR
(Classified by Race and Income of Respondent)

Factor Number[1]	MOTIVATION FACTOR[2]	All Respondents N=1175[3]	White N=1026	Colored N=58	Under $7,000 N=39	$7,001-$9,000 N=119	$9,001-$12,000 N=309	$12,001-$15,000 N=286	Over $15,000 N=386
1	Faculty Club	3.4	3.3	3.5	3.1	3.4	3.2	3.3	3.6*
2	Parking Facilities	4.7	4.7	4.8	4.2*	5.1**	4.7	4.7	4.7
3	Office Space and Equipment	5.2	5.2	5.5	5.0	5.4*	5.3	5.3	5.2
4	Library Facilities and Services for Students	5.6	5.6	5.7	5.7	5.7	5.7	5.6	5.5*
5	Library Facilities and Services for Your Use	5.5	5.5	5.7	5.5	5.6	5.6	5.4	5.5
6	Teaching Aids	4.7	4.7	5.1*	4.7	5.1**	4.8	4.7	4.4**
7	Classrooms and Laboratories	5.0	5.0	5.3	4.5	5.2*	5.1	5.0	5.0
10	A Private Faculty Dining Room	3.5	3.5	3.5*	3.3	3.7	3.5	3.4	3.6
11	A Convenient Faculty Lounge	3.7	3.7	3.8	3.8	4.2**	3.8	3.6	3.6
14	Faculty Telephones	4.9	4.9	4.9	4.8	5.0	4.8	4.9	4.8
16	Research Facilities	5.2	5.2	5.4	5.1	5.2	5.1	5.2	5.3

[1] Factor numbers correspond to those in the data-gathering instrument. (See Appendix)

[2] See Table 1 for definitions of motivational factors.

[3] Sum of respondents in each classification does not equal total N as some did not check "race" or "income."

*Significant at .05 level from mean of all respondents.

**Significant at .01 level from mean of all respondents.

Table 25 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	White N=1026	Colored N=58	Under $7,000 N=39	$7,001-$9,000 N=119	$9,001-$12,000 N=309	$12,001-$15,000 N=286	Over $15,000 N=386
20	Medical Services for Faculty	3.9	3.9	4.2*	4.1	4.2*	4.2**	3.7	3.7
21	Secretarial and Clerical Service	5.3	5.3	5.3	5.3	5.3	5.2	5.3	5.3
22	Student Assistants	4.6	4.6	4.4	4.3	4.7	4.5	4.7	4.5
23	Janitorial Services	4.3	4.3	4.6*	4.2	4.5**	4.4	4.4	4.0**
30	Faculty Promotions in Acacemic Rank	5.5	5.5	5.4	5.3	5.5	5.5	5.4	5.4
31	Individual Raises in Salary	5.4	5.4	5.4	5.3	5.6	5.5	5.4	5.3
32	Sabbatical Leaves of Absence	5.0	5.0	5.0	5.1	5.2	5.2*	5.0	4.8*
33	Non-sabbatical Leaves of Absence with Pay	4.6	4.6	4.9	4.9	5.0**	4.8	4.4	4.4*
34	Leaves of Absence without Pay	4.2	4.1	4.5	4.5	4.2	4.2	4.2	4.1
35	Faculty Tenure	4.5	4.8	5.1	4.9	5.0	5.0*	4.8	4.7
36	Faculty Retirement	5.1	5.0	5.4	4.5	5.0	5.1	5.2	5.0
37	Faculty Hospitalization Plan	5.1	5.0	5.2	5.1	5.1	5.2*	5.1	4.5*
38	Life and Health Insurance Plan	4.8	4.8	5.0	4.8	4.7	4.9	4.8	4.8
39	Waiver of Tuition Fees for Faculty Dependents	4.3	4.3	4.4	4.4	4.6	4.4	4.2	4.1
40	Tuition Grants for Faculty Children Attending Other Colleges	4.1	4.0	4.2	3.5	4.1	4.2	3.9	4.0

Table 25 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	White N=1026	Colored N=58	Under $7,000 N=39	$7,001-$9,000 N=119	$9,001-$12,000 N=309	$12,001-$15,000 N=286	Over $15,000 N=386
41	Tuition Waiver for Faculty Member and/or Spouse	3.8	3.8	4.4**	4.3	4.4**	4.2**	3.7	3.4
42	Faculty Travel Funds	5.0	5.0	5.1	5.1	5.2	5.1	5.0	4.9
43	Release from Teaching Assignment	4.6	4.6	4.9	4.4	4.8	4.6	4.6	4.6
45	Faculty Consulting Activity	4.2	4.2	4.6*	4.1	4.3	4.1	4.1	4.3
46	Summer School Teaching	4.4	4.4	4.6	4.4	5.0**	4.6	4.6*	3.9**
50	Faculty Participation in Adult Education and/or Similar Conference Programs	3.4	3.4	3.6	3.9*	3.5**	3.6	3.2	3.2*
51	Academic Freedom	5.5	5.5	5.6	5.5	5.5	5.5	5.4	5.4
53	Sponsored Programs	4.6	4.5	5.1**	4.7	4.8	4.8*	4.6	4.3**
54	Organizational Lines	5.0	5.0	5.1	5.0	5.2	5.2*	5.0	4.8**
55	Moving Expenses	4.1	4.0	4.4*	4.0	4.3	4.1	4.0	4.0
60	Faculty Participation in Policy Formulation and Implementation	5.1	5.0	5.2	5.2	5.3*	5.2*	4.9	4.5*
61	Faculty Participation in Budget Development	4.2	4.2	4.5	4.3	4.6	4.6	4.0	3.8**
62	Faculty Participation in the Determination of Standards of Student Conduct	3.9	3.9	4.4*	4.1	4.2	4.1*	3.7	4.7
63	Faculty Participation in the Development of Building Programs	4.1	4.1	4.6*	3.8	4.6**	4.3	4.1	3.8**

Table 25 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	White N=1026	Colored N=58	Under$7.000 N=39	$7,001-$9,000 N=119	$9,001-$12,000 N=309	$12,000-$15,000 N=286	Over $15.000 N=306
64	Faculty Participation in the Formation of Parking Provisions and Regulations	3.5	3.5	3.6	3.1	4.0**	3.5	3.5	3.3
65	Teaching Loads	5.3	5.3	5.5	5.1	5.6**	5.4*	5.3	5.1**
66	Classroom Assignment	4.2	4.2	4.8**	4.2	4.5**	4.5*	4.2	3.5**
67	Class Size	4.8	4.8	5.2*	5.0	5.4**	5.0	4.8	4.5**
68	Class Hours	4.5	4.5	4.7	4.4	5.0**	4.6	4.5	4.2**
69	Determination of Courses to be Taught	5.2	5.2	5.3	5.3	5.3	5.3**	5.2	5.0**
70	Method of Selecting Department Chairman	5.0	5.0	5.0	4.5*	5.0	5.2	5.1	4.9
71	Method of Selecting Committee Members	4.3	4.2	4.7*	4.1	4.5	4.3	4.3	4.1
72	Salary Continuation During Disability of Faculty Member	5.3	5.3	5.5	5.1	5.4	5.4	5.3	5.2
73	Division of Academic Year	4.0	4.0	4.2	3.8	4.2	4.1	4.1	3.8
74	Organizational Communications	4.8	4.8	5.1*	4.7	5.0	4.8	4.8	4.8
75	Student Counseling and/or Registration	4.6	4.6	4.9*	4.5	5.1**	4.8	4.7	4.3**
80	Provision of Space and Facilities	3.7	3.7	4.0	3.7	3.9	4.0*	3.8	3.5*
81	Health Provisions	4.5	4.5	4.6	4.7	4.6	4.7*	4.6	4.3**
90	Characteristics of Faculty	4.8	4.8	5.0	5.1	4.9	4.8	4.7	4.8
91	Location of Institution	4.8	4.8	5.0	5.1	4.9	4.8	4.7	4.8

Table 25 (Cont.)

Factor Number	MOTIVATION FACTOR	All Respondents N=1175	White N=1026	Colored N=58	Under $7,000 N=39	$7,001-$9,000 N=119	$9,001-$12,000 N=309	$12,001-$15,000 N=286	Over $15,000 N=386
92	Characteristics of Administration	5.3	5.3	5.6*	5.2	5.4	5.4	5.4	5.2*

Employee Relations Institute
University of Georgia
Athens, Georgia

Dear Colleague:

We all recognize the financial problems faced by university and college administrators in their efforts to meet spiraling salaries offered by competitive employers. At the same time we also recognize that our exploding enrollments make it imperative that our competitive position actually be improved insofar as retaining current faculty is concerned as well as motivating qualified graduate students to enter the teaching field.

Salary is only part of the picture.

The other part, also vitally important, concerns other satisfactions and values which the educator derives, or might potentially derive, from his total employment environment, as well as the importance he places on these sources of satisfaction. Employers in the labor market are giving an ever increasing recognition to the importance of optimizing such satisfactions. Recent extensive interviews with faculty in all sections of the country revealed neither evidence of a similar increased cognizance by administrators in our educational institutions nor a paralleling improvement in policies and practices implemented to provide such values. This is especially surprising in view of the fact that such action would not in many instances entail substantial additional expenditures.

One reason for this lag may be the fact that little or no research has been conducted to determine the opinions of faculty members as to the importance of various personnel policies relating to faculty members. It is the objective of this research to learn what degrees of satisfaction (values) faculty members feel they would derive from described policies and practices. It is not an evaluation of policies in your institution.

The enclosed list describes items which various interviewed faculty members feel are important. Will you kindly do two things: (1) Indicate your opinions of these factors as described in the instructions and (2) add under "comments" any additional factors which you feel would add to your satisfaction. In the latter please emphasize those which could be implemented by an institution at little or no cost.

Your cooperation is sincerely appreciated. If you sign the form, you will receive a copy of the research findings. However, neither you nor your institution will be identified.

Sincerely,

Ralph E. Balyeat

Ralph E. Balyeat
Director

Factors Affecting the Acquisition and Retention of Faculty

Foreword

There are a multitude of factors, tangible and intangible, which influence the decisions of most educators concerning the relative desirability of employment in different institutions. Many of these same factors also influence Ph.D candidates in their decisions as to whether they should enter the teaching profession. Relative salary is, of course, one dominant factor. However, as salaries become more nearly equalized between institutions and geographical areas, other less tangible benefits become relatively more important in determining an institution's competitive position in attracting and/or retaining faculty. Other important determinants include locality, the reputation of the institution, facilities, faculty services, as well as faculty personnel policies and practices implemented to enhance the teaching profession and thus provide optimum satisfactions (values) to faculty.

This is not an evaluation of policies, practices, or facilities in your institution. Rather, it is desired to evaluate the degree of satisfaction dissatisfaction you believe you would experience from the stipulated policies, practices, conditions, etc. Your satisfaction-dissatisfaction, with existing policies, etc., is requested in order to determine the potential increase in faculty satisfactions which might be anticipated from implementing policies and practices which would provide optimum values to faculty.

Instructions

This study has been designed to explore the following general areas: various physical facilities utilized by faculty members; faculty personnel policies and practices; general administrative policies and practices; personnel services for retired faculty; and nature of institution. Each item described has been identified by some faculty members as a potential source of satisfaction to them. However, the degree of satisfaction anticipated from the existence of the item or dissatisfaction from its nonexistence, varies widely among faculty members as does their opinion as to its importance. We would appreciate learning your reaction to the items listed.

Each item requires three responses as follows:

(1) On scale S, the degree of satisfaction you derive, or believe you would derive, from the existence of the described item.

(2) On scale I, your opinion as to the importance of the described item.

(3) Either an indication of the existence or nonexistence of the item; or on scale S or D, the degree of satisfaction-dissatisfaction you derive from this item in your current institution. Please mark an X at any point on the line to indicate your value.

Respondent Classification

No respondent or institution will be identified in this study. However, in order that responses may be properly classified, the following information is requested. Please check appropriate responses.

1. Your rank:
   - 1.1 Professor ____
   - 1.2 Assoc. Prof. ____
   - 1.3 Asst. Prof. ____
   - 1.4 Instructor ____
   - 1.5 Grad. Stu. ____
   - 1.6 Other ____

2. I have held this rank for:
   - 2.1 0-1 yr. ____
   - 2.2 2-4 yrs. ____
   - 2.3 5-10 yrs. ____
   - 2.4 Over 10 yrs. ____

3. My principal function:
   - 3.1 Teaching undergrads. ____
   - 3.2 Teaching graduates ____
   - 3.3 Both of the above ____
   - 3.4 Research ____
   - 3.5 Administrative ____
   - 3.6 Teaching & research ____

4. My institution is:
   - 4.1 State Univ. ____
   - 4.2 Private ____
   - 4.3 Denominational ____
   - 4.4 City ____
   - 4.5 Predominately Negro ____

5. Our full time enrollment:
   - 5.1 Under 1000 ____
   - 5.2 1001-3000 ____
   - 5.3 3001-6000 ____
   - 5.4 6001-10000 ____
   - 5.5 10001-17000 ____
   - 5.6 Over 17000 ____

6. We are located:
   - 6.1 Northwest ____
   - 6.2 West Cent. ____
   - 6.3 Southwest ____
   - 6.4 North Cent ____
   - 6.5 Mid. Cent. ____
   - 6.6 South Cent. ____
   - 6.7 Northeast ____
   - 6.8 East Cent. ____
   - 6.9 Southeast ____

7. I am or have:
   - 7.1 Married ____
   - 7.2 Single ____
   - 7.3 No. children ____

8. My terminal degree is:
   8.1 ____________ in field 8.2 ____________

9. 9.1 Race: ____
   9.2 Sex ____

10. My age is:
    - 10.1 Under 25 ____
    - 10.2 26-30 ____
    - 10.3 31-40 ____
    - 10.4 41-55 ____
    - 10.5 56-65 ____
    - 10.6 Over 65 ____

11. My income is:
    - 11.1 Under $7000 ____
    - 11.2 7001-9000 ____
    - 11.3 9001-12000 ____
    - 11.4 12001-15000 ____
    - 11.5 Over 15000 ____

12. If you would like a copy of the final report, please give mailing address:

Name: ________________________________

Address: ________________________________

____

____

Immaterial Slight Moderate Extreme

FACILITIES

1. Faculty Club. A facility designed and operated in accordance with the needs and desires of faculty.

1.1 Degree of satisfaction you derive or believe you would derive from such a facility.

Sat. 0 1 2 3 4 5 6

1.2 Your opinion as to the importance of a good faculty club.

Imp. 0 1 2 3 4 5 6

1.3 Do you have a faculty club? Yes__ No__

2. Parking Facilities. Adequate space, acceptable distance, without charge.

2.1 Degree of satisfaction you derive or believe you would derive from such a facility.

Sat. 0 1 2 3 4 5 6

2.2 Your opinion as to the importance of this item.

Imp. 0 1 2 3 4 5 6

2.3 Degree of satisfaction or dissatisfaction you derive from this item in your current position. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

3. Office Space and Equipment. Well-lighted, properly ventilated and heated, convenient, private, adequate size and equipment, quiet.

3.1 Degree of satisfaction you derive or believe you would derive from the described item.

Sat. 0 1 2 3 4 5 6

3.2 Your opinion of the importance of good office facilities and equipment.

Imp. 0 1 2 3 4 5 6

3.3 Degree of satisfaction or dissatisfaction you derive from this item in your current position. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

4. Library Facilities and Services for Students. Adequate books, magazines, reference material and services to meet the needs of all students.

4.1 Degree of satisfaction you derive or believe you would derive from such a facility.

Sat. 0 1 2 3 4 5 6

4.2 Your opinion as to the importance of this item.

Imp. 0 1 2 3 4 5 6

4.3 Degree of satisfaction or dissatisfaction you derive from this item in your current position. (Mark one scale only)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

5. Library Facilities and Services for Your Use (Research, interest reading, etc.)

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5.1 Degree of satisfaction you derive or believe you would derive from excellent facilities.

Sat. 0 1 2 3 4 5 6

5.2 Your opinion as to the importance of adequate library facilities.

Imp. 0 1 2 3 4 5 6

5.3 Degree of satisfaction or dissatisfaction you derive from this item in your current situation. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

6. Teaching aids, i.e., adequate laboratory equipment, blackboards, visual aid equipment, and supplies. as needed.

6.1 Degree of satisfaction you derive or believe you would derive from such aids.

Sat. 0 1 2 3 4 5 6

6.2 Your opinion as to the importance of adequate teaching aids.

Imp. 0 1 2 3 4 5 6

6.3 Degree of satisfaction or dissatisfaction you derive from this item in your current situation. (Mark one scale only.)

Sat 0 1 2 3 4 5 6
Dis 0 -1 -2 -3 -4 -5 -6

7. Classrooms and Laboratories. Clean, well-lighted, heated and ventilated, adequate space, good acoustics, etc.

7.1 Degree of satisfaction you derive or believe you would derive from such a facility.

Sat. 0 1 2 3 4 5 6

7.2 Your opinion as to the importance of such facilities.

Imp. 0 1 2 3 4 5 6

7.3 Degree of satisfaction or dissatisfaction you derive from this item in your current situation (Mark one scale only)

Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

10. A private Faculty Dining Room. Excellent food at nominal cost.

10.1 Degree of satisfaction you derive or believe you would derive from such a facility.

Sat. 0 1 2 3 4 5 6

10.2 Your opinion as to the importance of such a facility.

Imp. 0 1 2 3 4 5 6

10.3 Do you have such a facility? Yes__ No__

Your Comments:

11. A Convenient Faculty Lounge. Clean, Well ventilated, attractive, comfortable, adequate size with desired facilities i.e., coffee, reading material, refrigeration, etc.

Immat. Slight Mod. Ext.

11.1 Degree of satisfaction you derive or believe you would derive from such a facility.

Sat. 0 1 2 3 4 5 6

11.2 Your opinion as to the importance of a good faculty lounge.

Imp. 0 1 2 3 4 5 6

11.3 Do you have such a facility? Yes__ No__

14. Faculty Telephones. Adequate lines, satisfactorily located.

14.1 Degree of satisfaction you derive or believe you would derive from such a facility.

Sat. 0 1 2 3 4 5 6

14.2 Your opinion as to the importance of faculty telephone facilities.

Imp. 0 1 2 3 4 5 6

14.3 Do you have adequate telephone facilities? Yes__ NO__

16. Research Facilities, Availability of facilities desired by you in your research activities, also research assistants, adequate computer and other equipment, clerical service, etc.

16.1 Degree of satisfaction you derive or believe you would derive from such facilities.

Sat. 0 1 2 3 4 5 6

16.2 Your opinion as to the importance of such facilities.

Imp. 0 1 2 3 4 5 6

16.3 Degree of satisfaction or dissatisfaction you derive from this item in your current situation. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

Your Comments:

PERSONNEL SERVICES

20. Medical Services for Faculty. Equivalent to that provided students for a comparable fee.

Immat. Slight Mod. Ext.

20.1 Degree of satisfaction you derive or believe you would experience from such services.

Sat. 0 1 2 3 4 5 6

20.2 Your opinion as to the importance of these services.

Imp. 0 1 2 3 4 5 6

20.3 Are such services available to you?
Yes___ No___

21. Secretarial and Clerical Service. Quality and quantity adequate to your needs in carrying our your professional activities.

21.1 Degree of satisfaction you derive or believe you would derive from such services.

Sat. 0 1 2 3 4 5 6
Satisfaction

21.2 Your opinion as to the importance of these services.

Imp. 0 1 2 3 4 5 6
Importance

21.3 Degree of satisfaction or dissatisfaction you derive from this item in your current position. (Mark one scale only)

Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6
Dissatisfaction

22. Student Assistants. i.e., grading, research, etc., quality and quantity of assistance adequate to relieve you of routine.

22.1 Degree of satisfaction you derive or believe you would derive from such services.

Sat. 0 1 2 3 4 5 6
Satisfaction

22.2 Your opinion as to the importance of these services.

Imp. 0 1 2 3 4 5 6
Importance

22.3 Degree of satisfaction or dissatisfaction you derive from this item in your current position. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6
Dissatisfaction

23. Janitorial Services. Office, classroom, laboratory, etc., cleanliness.

23.1 Degree of satisfaction you derive or believe you would derive from such services.

Sat. 0 1 2 3 4 5 6

23.2 Your opinion as to the importance of these services.

Imp. 0 1 2 3 4 5 6

23.3 Degree of satisfaction or dissatisfaction you derive from this item in your current position. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

FACULTY PERSONNEL POLICIES AND PRACTICES

Immat. Slight Mod. Ext.

30. Faculty promotions in Academic Rank. a systematic procedure, understood and accepted by you as being equitable.

30.1 Degree of satisfaction you derive or believe you would derive from such a policy and practice. Sat. 0 1 2 3 4 5 6

30.2 Your opinion as to the importance of an equitable promotional policy and practice. Imp. 0 1 2 3 4 5 6

30.3 Degree of satisfaction or dissatisfaction you derive from the policy of your institution. (Mark one scale only)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

31. Individual Raises in Salary. A systematic procedure, understood and accepted by you as being equitable.

31.1 Degree of satisfaction you derive or believe you would derive from such a policy and practice. Sat. 0 1 2 3 4 5 6

31.2 Your opinion as to the importance of an equitable pay raise policy and practice. Imp. 0 1 2 3 4 5 6

31.3 Degree of satisfaction or dissatisfaction you derive from the policy of your institution. (Mark one scale only).
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

32. Sabbatical Leaves of Absence. An applied procedure understood and accepted by you as being equitable for sabbatical leaves of absence at 50% or more of base pay.

32.1 Degree of satisfaction you derive or believe you would derive from this policy. Sat. 0 1 2 3 4 5 6

32.2 Your opinion as to the importance to you of such an equitable sabbatical leave policy. Imp. 0 1 2 3 4 5 6

32.3 Are such leaves available to you? Yes__ No__

33. Non-sabbatical Leaves of Absence with Pay. Granting leaves of absence with pay or partial pay to provide research, advanced study, opportunity to faculty members.

33.1 Degree of satisfaction you derive or believe you would derive from this policy. Sat. 0 1 2 3 4 5 6

33.2 Your opinion as to the importance to you of a leave policy. Imp. 0 1 2 3 4 5 6

33.3 Are such leaves available to you? Yes__ No__

34. Leaves of absence without Pay. Granting leaves without pay for designated purposes, e.g., study for degree, thesis writing or research, teaching elsewhere, government service, etc.

Immat. Slight Mod. Ext.

34.1 Degree of satisfaction you derive or believe you would derive from this policy.

Sat. 0 1 2 3 4 5 6

34.2 Your opinion as to the importance to you of a leave policy.

Imp. 0 1 2 3 4 5 6

34.3 Are such leaves available to you? Yes__ No__

35. Faculty Tenure. A systematic procedure understood and accepted by you as being equitable.

35.1 Degree of satisfaction you derive or believe you would derive from such a policy and practice.

Sat. 0 1 2 3 4 5 6

35.2 Your opinion as to the importance of an equitable tenure policy and practice.

Imp. 0 1 2 3 4 5 6

35.3 Degree of satisfaction or dissatisfaction you derive from the policy of your institution. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

36. Faculty Retirement, a systematic procedure, understood and accepted by you as being equitable and adequate.

36.1 Degree of satisfaction you derive or believe you would derive from such a policy and practice.

Sat. 0 1 2 3 4 5 6

36.2 Your opinion as to the importance of an equitable retirement policy and practice.

Imp 0 1 2 3 4 5 6

36.3 Degree of satisfaction or dissatisfaction you derive from the policy of your institution. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

37. Faculty Hospitalization Plan. Maintenance of a group hospitalization plan providing maximum obtainable protection at minimum cost to faculty.

37.1 Degree of satisfaction you derive or believe you would derive from such a plan.

Sat. 0 1 2 3 4 5 6

37.2 Your opinion as to the importance of an adequate hospitalization plan.

Imp. 0 1 2 3 4 5 6

37.3 Is such a plan available to you? Yes__ No__

Immat. Slight Mod. Ext.

38. Life and Health Insurance Plan. Maintenance of a group life and health insurance plan providing maximum obtainable protection at minimum cost to faculty.

38.1 Degree of satisfaction you derive or believe you would derive from such a plan.

Sat. 0 1 2 3 4 5 6

38.2 Your opinion as to the importance of an adequate life and health insurance plan.

Imp. 0 1 2 3 4 5 6

38.3 Is such a plan available to you? Yes__ No__

39. Waiver of Tuition Fees for Faculty Dependents. Provides for waiver of tuition fees for children of faculty members.

39.1 Degree of satisfaction you derive or believe you would derive from this policy.

Sat. 0 1 2 3 4 5 6

39.2 Your opinion as to the importance of a tuition waiver policy.

Imp. 0 1 2 3 4 5 6

39.3 Are tuition fees waived at your institution? Yes__ No__

40. Tuition Grants for Faculty Children Attending Other Colleges. Provides for tuition grants for children of faculty members.

40.1 Degree of satisfaction you derive or believe you would derive from this policy.

Sat. 0 1 2 3 4 5 6

40.2 Your opinion as to the importance to you of a tuition grant policy.

Imp. 0 1 2 3 4 5 6

40.3 Are tuition grants available to you? Yes__ No__

41. Tuition Waiver for Faculty Member and/or Spouse.

41.1 Degree of satisfaction you derive or believe you would derive from this policy.

Sat. 0 1 2 3 4 5 6

41.2 Your opinion as to the importance to you of a tuition waiver policy.

Imp. 0 1 2 3 4 5 6

41.3 Are such waivers available to you? Yes__ No__

Immat. Slight Mod. Ext.

42. Faculty Travel Funds. A policy acceptable to you for payment of expenses incurred to attend professional meetings.

42.1 Degree of satisfaction you derive or believe you would derive from this policy.
Sat. 0 1 2 3 4 5 6

42.2 Your opinion as to the importance to you of an adequate travel allowance.
Imp. 0 1 2 3 4 5 6

42.3 Degree of satisfaction or dissatisfaction you derive from your institution's travel allowance practices. (Mark one scale only)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

43. Release from Teaching Assignment. A procedure understood and considered equitable by you of releasing a faculty member from teaching responsibilities for the purpose of conducting research, writing, post doctoral study or similar designated activities.

43.1 Degree of satisfaction you derive or believe you would derive from this policy.
Sat. 0 1 2 3 4 5 6

43.2 Your opinion as to the importance to you of such a policy.
Imp. 0 1 2 3 4 5 6

43.3 Degree of satisfaction or dissatisfaction you derive in your institution with respect to this policy. (Mark one scale only.)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

45. Faculty Consulting Activity. A policy, understood and acceptable to you concerning consulting or other outside activities or services financially beneficial to you.

45.1 Degree of satisfaction you derive or believe you would derive from this policy.
Sat. 0 1 2 3 4 5 6

45.2 Your opinion as to the importance of such a policy.
Imp. 0 1 2 3 4 5 6

45.3 Degree of satisfaction or dissatisfaction you derive from your institution's faculty consulting activity practice. (Mark one scale only)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

46. Summer School Teaching. Opportunity for you to teach, at your option, summer classes for additional income.

46.1 Degree of satisfaction you derive or believe you would derive from this policy.
Sat. 0 1 2 3 4 5 6

46.2 Your opinion as to the importance of such a policy.
Imp. 0 1 2 3 4 5 6

46.3 Do you have this option? Yes__ No__

Immat. Slight Mod. Ext.

50. Faculty Participation in Adult Education and/or similar conference Programs, Opportunity for you to teach or participate in such programs for satisfactory supplemental pay.

50.1 Degree of satisfaction you derive or believe you would derive from this policy.

Sat. 0 1 2 3 4 5 6

50.2 Your opinion as to the importance of such a policy.

Imp. 0 1 2 3 4 5 6

50.3 Degree of satisfaction or dissatisfaction you derive from your institution's practice. (Mark one scale only)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

51. Academic Freedom. The provision of autonomy in your classroom environment with any limitation understood and acceptable to you.

51.1 Degree of satisfaction you derive or believe you would derive from such a policy.

Sat. 0 1 2 3 4 5 6

51.2 Your opinion as to the importance of such a policy.

Imp. 0 1 2 3 4 5 6

51.3 Degree of satisfaction or dissatisfaction you derive from your institution's policy regarding academic freedom. (Mark one scale only)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

53. Sponsored Programs. Availability of on-campus cultural, educational and/or entertainment programs.

53.1 Degree of satisfaction you derive or believe you would derive from such programs.

Sat. 0 1 2 3 4 5 6

53.2 Your opinion as to the importance of such programs.

Imp. 0 1 2 3 4 5 6

53.3 Degree of satisfaction or dissatisfaction you derive from your institution's sponsored programs practice. (Mark one scale only).

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

54. Organizational Lines. Clear-cut, well-understood and acceptable organizational lines of authority and responsibility.

54.1 Degree of satisfaction you derive or believe you would derive from this policy.

Sat. 0 1 2 3 4 5 6

54.2 Your opinion as to the importance of such a policy.

Imp. 0 1 2 3 4 5 6

54.3 Degree of satisfaction or dissatisfaction you derive from your institution's organizational lines practices. (Mark one scale only).

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

Immat. Slight Mod. Ext.

55. Moving Expenses. Moving expenses paid for new faculty members?

55.1 Degree of satisfaction you derive or believe you would derive from this policy. Sat. 0 1 2 3 4 5 6

55.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

55.3 Does your institution pay these expenses? Yes__ No__

GENERAL ADMINISTRATIVE POLICIES AND PRACTICES

60. Faculty Participation in policy Formulation and Implementation. An extensive participation and influence of faculty (or representatives elected by faculty) in determination of academic policies.

60.1 Degree of satisfaction you derive or believe you would derive from such a policy. Sat. 0 1 2 3 4 5 6

60.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

60.3 Degree of satisfaction or dissatisfaction you derive from your institution's faculty participation policy. (Mark one scale only)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

61. Faculty Participation in Budget Development. An extensive participation and influence of faculty (or representatives elected by faculty) in determination of budget provisions.

61.1 Degree of satisfaction you derive or believe you would derive from this policy. Sat. 0 1 2 3 4 5 6

61.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

61.3 Degree of satisfaction or dissatisfaction you derive from your institution's faculty participation policy. (Mark one scale only)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

62. Faculty Participation in the Determination of standards of Student Conduct. An extensive participation and influence of faculty (or representatives elected by faculty) in the determination of standards of student conduct.

62.1 Degree of satisfaction you derive or believe you would derive from this policy. Sat. 0 1 2 3 4 5 6

62.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

62.3 Degree of satisfaction or dissatisfaction you derive from your institution's faculty participation policy. (Mark one scale only)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

Immat. Slight Mod. Ext.

63. Faculty Participation in the Development of Building Programs. An extensive participation and influence of faculty (or representatives elected by faculty) in the development of building programs.

63.1 Degree of satisfaction you derive or believe you would derive from this policy. — Sat. 0 1 2 3 4 5 6

63.2 Your opinion as to the importance of such a policy. — Imp 0 1 2 3 4 5 6

63.3 Degree of satisfaction or dissatisfaction you derive from your institution's faculty participation policy. (Mark one scale only) — Sat 0 1 2 3 4 5 6 / Dis 0 -1 -2 -3 -4 -5 -6

64. Faculty Participation in the Formation of Parking Provisions and Regulations. An extensive participation and influence of faculty (or representatives elected by faculty) in the determination of standards of parking provisions.

64.1 Degree of satisfaction you derive or believe you would derive from this policy. — Sat. 0 1 2 3 4 5 6

64.2 Your opinion as to the importance of such a policy. — Imp. 0 1 2 3 4 5 6

64.3 Degree of satisfaction or dissatisfaction you derive from your institution's faculty participation policy. (Mark one scale only.) — Sat. 0 1 2 3 4 5 6 / Dis. 0 -1 -2 -3 -4 -5 -6

65. Teaching Loads. A policy, understood and acceptable to you for determining a normal full-time teaching load.

65.1 Degree of satisfaction you derive or believe you would derive from this policy. — Sat. 0 1 2 3 4 5 6

65.2 Your opinion as to the importance of such a policy. — Imp. 0 1 2 3 4 5 6

65.3 Degree of satisfaction or dissatisfaction you derive from your institution's teaching load practice. (Mark one scale only); — Sat. 0 1 2 3 4 5 6 / Dis. 0 -1 -2 -3 -4 -5 -6

66. Classroom Assignment. Assignment of convenient classrooms using a procedure understood and acceptable to you.

66.1 Degree of satisfaction you derive or believe you would derive from this policy. — Sat. 0 1 2 3 4 5 6

66.2 Your opinion as to the importance of such a policy. — Imp. 0 1 2 3 4 5 6

66.3 Degree of satisfaction or dissatisfaction you derive from your institution's classroom assignment practice. (Mark one scale only.) — Sat. 0 1 2 3 4 5 6 / Dis. 0 -1 -2 -3 -4 -5 -6

		Immat.		Slight		Mod.		Ext.
67. Class Size. Acceptable participation and influence of professor in establishing maximum class size.								
67.1 Degree of satisfaction you derive or believe you would derive from this policy.	Sat.	0	1	2	3	4	5	6
67.2 Your opinion as to the importance of such a policy.	Imp.	0	1	2	3	4	5	6
67.3 Degree of satisfaction or dissatisfaction you derive from your institution's class size practices. (Mark one scale only.)	Sat.	0	1	2	3	4	5	6
	Dis.	0	-1	-2	-3	-4	-5	-6
68. Class Hours. Involvement and influence by you in establishing hours and days your classes are offered.								
68.1 Degree of satisfaction you derive or believe you would derive from this policy.	Sat.	0	1	2	3	4	5	6
68.2 Your opinion as to the importance of such a policy.	Imp.	0	1	2	3	4	5	6
68.3 Degree of satisfaction or dissatisfaction you derive from your institution's class hours practice. (Mark one scale only).	Sat.	0	1	2	3	4	5	6
	Dis.	0	-1	-2	-3	-4	-5	-6
69. Determination of Courses to be Taught. Involvement and authority, to a degree deemed most desirable to you, in the determination of specific courses to be taught.								
69.1 Degree of satisfaction you derive or believe you would derive from this policy.	Sat.	0	1	2	3	4	5	6
69.2 Your opinion as to the importance of such a policy.	Imp.	0	1	2	3	4	5	6
69.3 Degree of satisfaction or dissatisfaction you derive from your institution's practice in this policy. (Mark one scale only).	Sat.	0	1	2	3	4	5	6
	Dis.	0	-1	-2	-3	-4	-5	-6
70. Method of Selecting Department Chairman. A procedure fully satisfactory to you and to your department colleagues, for the selection of department chairman.								
70.1 Degree of satisfaction you believe you would derive from such a policy.	Sat.	0	1	2	3	4	5	6
70.2 Your opinion as to the importance of such a policy.	Imp.	0	1	2	3	4	5	6
70.3 Degree of satisfaction or dissatisfaction you derive from your institution's practice. (Mark one scale only.)	Sat.	0	1	2	3	4	5	6
	Dis.	0	-1	-2	-3	-4	-5	-6

Immat. Slight Mod. Ext.

71. Method of Selecting Committee Members. A procedure fully satisfactory to you and to your colleagues, for the selection of committee members.

71.1 Degree of satisfaction you believe you would derive from such a policy. Sat. 0 1 2 3 4 5 6

71.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

71.3 Degree of satisfaction or dissatisfaction you derive from your institution's practice. (Mark one scale only.)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

72. Salary Continuation During Disability of Faculty Member. A policy, understood and acceptable to you of continuing salary during periods of faculty disability.

72.1 Degree of satisfaction you believe you would derive from such a policy. Sat. 0 1 2 3 4 5 6

72.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

72.3 Does your institution follow such a practice? Yes__ No__

73. Division of Academic Year. Whether the college is on a semester, quarter or trimester plan.

73.1 Degree of satisfaction you derive or believe you would derive from a plan most desirable to you. Sat. 0 1 2 3 4 5 6

73.2 Your opinion as to the importance of this factor. Imp. 0 1 2 3 4 5 6

73.3 Is your institution's plan the one you prefer? Yes__ No.__

74. Organizational Communications. Communications policy providing faculty with accurate desired information.

74.1 Degree of satisfaction you derive or believe you would derive from such a policy. Sat. 0 1 2 3 4 5 6

74.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

74.3 Degree of satisfaction or dissatisfaction you derive from your institution's organizational communications practice. (Mark one scale only.)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

75. Student Counseling and/or Registration. A procedure, understood and acceptable to you for counseling and/or registering students.

Immat. Slight Mod. Ext.

75.1 Degree of satisfaction you derive or believe you would derive from such a procedure. Sat. 0 1 2 3 4 5 6

75.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

75.3 Degree of satisfaction or dissatisfaction you derive from your institution's procedures in those areas. (Mark one scale only.)
Sat. 0 1 2 3 4 5 6
Dis. 0 -1 -2 -3 -4 -5 -6

POLICY AND PRACTICE REGARDING RETIRED FACULTY AND WIDOWS:

80. Provision of space and Facilities. The provision of office space, library and laboratory facilities, secretarial assistance, etc. to productive retired faculty.

80.1 Degree of satisfaction you believe you would derive from such a policy. Sat. 0 1 2 3 4 5 6

80.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

80.3 Does your institution provide such facilities? Yes___NO___

81. Health Provisions. A continuation of health and medical services equivalent to those received while teaching.

81.1 Degree of satisfaction you derive or believe you would derive from such a policy. Sat. 0 1 2 3 4 5 6

81.2 Your opinion as to the importance of such a policy. Imp. 0 1 2 3 4 5 6

81.3 Does your institution have this policy? Yes__ No__

Your Comments:

NATURE OF INSTITUTION

90. Characteristics of Faculty. Colleagues in your institution having interests, abilities, attitudes, and other characters such that your desires for interpersonal relations are fully met.

Immat. Slight Mod. Ext.

90.1 Degree of satisfaction you derive or believe you would derive from such a faculty.

Sat. 0 1 2 3 4 5 6

90.2 Your opinion as to the importance of having such a faculty.

Imp. 0 1 2 3 4 5 6

90.3 Degree of satisfaction or dissatisfaction you derive from your institution's having such a faculty. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

91. Location of Institution. A location having physical and other environmental factors deemed desirable by you and your faculty.

91.1 Degree of satisfaction you derive or believe you would derive from such a location.

Sat. 0 1 2 3 4 5 6

91.2 Your opinion as to the importance of such a location.

Imp 0 1 2 3 4 5 6

91.3 Degree of satisfaction or dissatisfaction you derive from your institution's location. (Mark one scale only.)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6

92. Characteristics of Administration. An administrative staff competently carrying out appropriate functions, in a manner conducive to an organizational climate deemed most desirable to you.

92.1 Degree of satisfaction you derive or believe you would derive from this factor.

Sat. 0 1 2 3 4 5 6

92.2 Your opinion as to the importance of this factor.

Imp. 0 1 2 3 4 5 6

92.3 Degree of satisfaction or dissatisfaction you derive from this factor in your institution. (Mark one scale only)

Sat. 0 1 2 3 4 5 6

Dis. 0 -1 -2 -3 -4 -5 -6